# HUMAN RESOURCE MANAGEMENT STRATEGY IN IMPROVING BAZNAS PERFORMANCE IN DIGITAL ERA

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*Abstract*

*The growth of zakat in Indonesia is very rapid, this is because the majority of Indonesia's population is Muslim so the development of Islamic social financial institutions has an important role for the community. On the other hand, zakat has a potential contribution in reducing poverty. The purpose of this research is to analyze the strategy of developing human resources in improving the performance of BAZNAS in the digital age. Accuracy in placing human resources and the ability to respond responsively to the progress of the digital age are indicators that are measured to determine the extent of BAZNAS capabilities in the digital age. The research method used is descriptive qualitative by obtaining factual data to be used as an analytical tool in this study. The expected outcome is a strategy to develop human resources that are oriented to improving the competence of BAZNAS human resources in the digital world and also have sharia values characteristics ranging from recruitment placement to evaluating human resource performance.*

*Keywords: BAZNAS, Digital Era, Human Resource, Strategy*

## INTRODUCTION

Human resources are one of the important elements in a company. In achieving its objectives, the company needs a good HR performance in accordance with their needs. The importance of the position of human resources in an organization so that it becomes a determinant for the progress and decline of the organization. This is because even though the size of the building or the capital used and the maturity of plans and strategies, all will not be meaningful without the people who carry out the plan. Human resource management is a very important focus in the development of an organization it is aimed at

achieving competitive advantage. So that the existing human resources are not only able to carry out their duties but also have competitive competencies so that they can contribute to the achievement of performance in the company.

Human resource management is the science and art of regulating the relationship and role of the workforce, so that it is effective and efficient in helping achieve the goal (Hasibuan, 2003:21). However, basically human capabilities and knowledge are limited, so there is a need for strategies to develop them. Each type of company, both commercial and non-commercial, has a different HR development strategy. This strategy aims to implement programs that are directed to always be efficient in order to achieve company goals and of course expect to achieve the highest productivity.

The strategic role of human resources emphasizes that the people in the organization are the most important resources and also the biggest corporate investment. The great attention in developing human resources aims to have implications for improving performance. The process of improving employee performance can run according to targets if the organization knows what strategies need to be applied.

Strategy is defined as decisions and actions to achieve company goals at every level of the organization. (Susanto, 2015:2) A strategy that is very influential in achieving company goals

is a strategy to improve employee performance. This is because these employees give their energy, talent, creativity and effort to the company. If employee performance can be managed well, it will improve employee performance and have a positive impact on productivity. Conversely, if employee performance decreases it will greatly affect the productivity of a company and are vulnerable to failure in achieving goals.

Improving employee performance is certainly not only in commercial companies, but companies or non-profit organizations also need good employee performance. One of them is BAZNAS. Along with the great potential of zakat in Indonesia as a predominantly Muslim country, zakat has an important role. Zakat is a social financial instrument that has a major role in alleviating poverty and meeting the needs of its recipients.

According to RI Law No. 23 of 2011 concerning the management of zakat, zakat has greatly helped the economic life of the community, especially Muslim communities in Indonesia. Therefore, the Indonesian government established a national zakat institution namely BAZNAS (National Amil Zakat Agency). BAZNAS is a non-structural government institution that is independent and is responsible to the president through the minister. BAZNAS is an institution authorized to carry out the task of managing zakat nationally.

Quoted from Dompet dhuafa that Indonesia's

zakat potential in a year reaches Rp. 217 trillion. This potential figure appears in a research entitled *Economic Estimation and Determinations of Potential Zakat in Indonesia* by the Bogor Agricultural Institute (IPB), the National Amil Zakat Agency (Baznas), and the Islamic Development Bank (IDB) in 2011. But unfortunately, there is great potential for the collection of national zakat This is not yet in line with the realization in the field. The uptake of the realization of national zakat collection only reaches around 1 percent of the zakat potential.

In addition, the Minister of National Development Planning/National Development Planning Agency (PPN/Bappenas) Bambang Brodjonegoro explained a number of strategies to increase the realization of the collection of national zakat which is still far below the potential. Every year, the collection of national zakat experiences an average growth of 30.55 percent. In 2016, the zakat collected by zakat management organizations, both the National Zakat Agency (Baznas) and amil zakat institutions (LAZ), reached Rp. 5,017.29 billion. This amount increased to IDR 6,224.37 billion in 2017 and IDR 8,100 billion in 2018.

Although the growth of zakat collection has recorded positive growth, on the other hand this has not been followed by distribution. The average national zakat distribution is 66.03 percent of the total zakat collected. Still below the 80 percent target set by the government.

Based on the data above, it can be seen that the need for comprehensive management of zakat where there is a synergy of managers, especially in the field of collecting and channeling zakat funds. If collection activities have increased, distribution that is not in accordance with the target becomes a problem that must be resolved. One of the factors that influences the process of managing zakat funds in particular its distribution is human resource management. Human resources who have a strategic role in order to achieve the purpose of BAZNAS in managing zakat funds must be optimized. Bengkulu Province has the same potential as other cities in Indonesia. Various BAZNAS Bengkulu Province activities have shown evidence that great attention is paid to the management of zakat.

Human resource management conducted at BAZNAS Bengkulu Province needs to be explored given the quantity of managers that are not as much as other cities. In addition there is also the development of the digital world so it is necessary to know the extent to which its utilization is carried out by BAZNAS employees in carrying out their duties to manage zakat funds effectively and efficiently. Amid the rapid potential of zakat in Bengkulu, it is necessary to know the strategy of developing human resource management in order to improve the performance of BAZNAS employees in Bengkulu Province in the digital era.

## RESEARCH METHODS

### Types of Research

The method used in this study is qualitative. Qualitative research is a type of research that is relevant for understanding social phenomena (human action) (Bungin, 2007:42). Where the research data is not processed through statistical procedures but rather descriptive data done inductively (Sugiyono, 2012:2). In this study examines the company's strategy in implementing human resource management focus on the workforce in terms of the process of recruitment, selection, employment contracts, assessment, training and development, and compensation in BAZNAS Bengkulu Province.

### Time and Place of Research The

Study was conducted for 2 (two) months, namely End of September to early November 2019. The place of research was BAZNAS Bengkulu Province. The selection of this place is because of the need to know the strategy of human resource management given the significant progress in the process of raising funds and channeling zakat funds in Bengkulu Province. In addition, the potential for zakat in Bengkulu is large so BAZNAS as a non-profit organization has a strategic role in its management.

### Research Targets/Subjects

Target/research subjects are the leaders of Bengkulu Province BAZNAS, the HR Department, and amil certified employees. The technique to get the subject is done by purposive sampling. According Djam'an purposive sampling is a technique that is determined by adjusting to the research objectives or certain considerations (Djam'an, 2007:6). Research subjects are determined based on people who are considered to know the most information needed in research, so that it will be easier for researchers to trace the situation under study.

This research explores the strategy for developing human resource management in BAZNAS Bengkulu Province, so the subjects of this study consisted of 3 (three) people, namely the Secretary of the BAZNAS Province as the vice chairman, the Secretariat of Human Resources, and the Fundraising Section and Amil Certified Employees.

### Data Collection Techniques Data

Used in this study consisted of two, namely:

a. Primary Data is data obtained directly from research subjects and used as the main data in this study.

b. Secondary data is data obtained through various sources such as brochures, websites and written documents of Provincial BAZNAS as supporting data in this study.

The data was obtained through several data collection techniques, as follows:

a. Observation, namely the technique of data collection is done by observing and recording the behavior of the object of research.

b. Interview is a form of communication conducted by researchers against research subjects by asking questions in accordance with interview guidelines that have been prepared.

**Data Analysis Techniques Data**

Analysis is the process of systematically searching and compiling data obtained from interviews, field notes, and documentation by organizing data into categories, describing into units, to making conclusions that can be understood by the researchers themselves and other people. The following data analysis techniques were carried out in this study:

a. Data Reduction

Since the data have been obtained very diverse, in the process of selecting a data reduction researchers, focus and simplify all of the data obtained.

b. Data Display

After the data is reduced next step is to present the data. In this study, the data are presented in brief descriptions, charts, relationships between categories, and the like. In qualitative research, the data presentation that is often used is in the form of narrative texts (Sugiyono, 2011:249). In presenting data, in addition to being in the form of narrative text, information can also be in the form of graphics, matrices, networks and charts. Observations, interviews, and documents that have been obtained from the research site

began to be compiled.

c. Conclusion drawing/Verification

Inference was used to answer the problem formulation that is encapsulated in the focus of research. The conclusion in qualitative research is expected to be a new finding in the form of a description of the problem that was previously vague so that after research can be clear.

**RESULTS AND DISCUSSION**

**Profile of BAZNAS Bengkulu Province**

National Amil Zakat Agency (BAZNAS) is the official and only body formed by the government based on the Republic of Indonesia's Presidential Decree No. 8 of 2001 which has the duties and functions of collecting and distributing zakat, infa, and alms (ZIS) at the National level. The enactment of law Number 23 of 2001 concerning zakat management further strengthens BAZNAS as an institution authorized to conduct zakat management in a rational manner. In the Act, Baznas is declared as a non-structural government institution that is independent and is responsible to the president through the Minister of Religion.

The Vision and Mission of BAZNAS are as follows:

Vision: the realization of a trustworthy, transparent and professional Zakat Management Agency.

Mission:

a. Improving the quality of management of ZIS so that it can be distributed evenly,

successfully, and efficiently

b. Facilitating services for muzaki, munfiq, and mutshaddiq in carrying out ZIS

c. Facilitating services for mustahik in getting their rights

d. Improving the position of mustahik agara can be a muzaki

e. Assist local governments in improving the quality of human resources, alleviating poverty and eradicating moneylender practices (Brosur, 2019).

In carrying out their duties, the following BAZNAS Bengkulu Province programs are as follows (Brochure, 2019):

a. Bengkulu Cares consists of living expenses, humanitarian assistance, house renovation assistance, orphan assistance, orphanage assistance and natural disaster relief.

b. Bengkulu Imtaq consists of house of worship assistance, TPQ/Ponpes/MDA assistance, foundation assistance, Islamic Community Organization assistance, non ASN Teachers' Aid

c. Bengkulu Pintar consists of student assistance, educational assistance, education subsidy assistance.

d. Prosperous assistance consists of productive economic assistance, empowerment assistance, economic assistance (business equipment)

e. Bengkulu is healthy consisting of medical assistance, medical device assistance, transportation assistance.

## The Programmes of BAZNAS Bengkulu Province

Province always tries to provide the best for the needs of the community. The public can enjoy various features provided by Baznas to obtain convenience and comfort in tithing. The services are ZIS Consumption, ZIS Pickup Service, ZIS Confirmation and Via ATM payment (Brosur, 2019). In addition, the BAZNAS Bengkulu Province in an interview with Mr. Al-Jihad, MHI as the Provincial Baznas Staff stated that every year they hold a BAZNAS Award at the Provincial level, the category of muzakki is present, the highest muzakki, the best Amil.

The service that has been carried out by Bengkulu Province BAZNAS is a form of its commitment to contribute greatly to the management of zakat in Bengkulu Province on an ongoing basis. The programs and services compiled are the result of the formulation together with the strategies that have been carried out. One strategy that is of particular concern to the Bengkulu Province BAZNAS is the development of its human resources. BAZNAS Bengkulu Province realizes that human resources have an important role to play in the implementation of these programs and services. So in the process of developing certain strategies are carried out starting from the recruitment system, placement, and career development of employees.

**Human Resource Recruitment System in Bengkulu Province BAZNAS**

The recruitment stage has been stated in the Decree of the Chairperson of the National Amil Zakat Agency No. 24 of 2018 concerning Guidelines for Amil Zakat Management Provincial National Amil Zakat Agency and Regency/city National Amil Zakat Agency, contained in Chapter IV Employment Relations, as follows:

a. The addition of Amil Zakat (outside the Chairperson) in one year must be planned, and poured into the Annual Budget Work Plan (RKAT) first.

b. The addition of Amil zakat is done after conducting a process through the process of evaluating the level of productivity and performance efficiency and based on financial needs and abilities.

c. The recruitment process must go through a number of stages, both limited and broad, as well as the submission of an application letter from the applicant.

d. The stages of selection are:

1) Administrative selection

2) Interviews,

3) Psychological testing

4) Medical tests,

5) Plenary meetings. The plenary meeting was revealed during the Drs. HM Ch Naseeh, M.Ed as Secretary of the Provincial Baznas.

6) Trial period. The trial period is conducted in 1 year. Furthermore, it will only be promoted to Kadiv or Director. This subject was revealed during the Interview of Drs. HM Ch Naseeh, M.Ed as Secretary of the Provincial Baznas.

7) Evaluation of performance every month. It was revealed during the interview Drs. HM Ch Naseeh, M.Ed as Secretary of the Provincial Baznas.

8) Plenary Meeting and Decree making of the Decree. disclosed during the Interview Drs. HM Ch Naseeh, M.Ed as Secretary of the Provincial Baznas.

e. General requirements include Indonesian citizens, being Muslim, practicing Islamic sharia, being physically and mentally healthy, never being convicted, not taking drugs and addictive substances, and not being involved in banned organizations.

f. The specific requirements established in accordance tingkstan amyl groups as follows:

**Table 1. Amil Requirements**

| Position | Education (min.) | Age of entry (max.) | Experience |
|---|---|---|---|
| Non-staff | SMU | 25 Years | - |
| Staff | D3/S1 | 30 Years | - |
| Senior Staff/ Supervisor | D3/S1 | 35 Years | 2 years working for D3 or 1 year working for S1 |
| Secretary/Head of BAZNAS Implementation District /City | S1 | 40 Years | 2 years as a supervisor or equivalent |

| Secretary/Head of Implementing BAZNAS Province | S1 | 45 Years | 3 years as a supervisor or equivalent |
|---|---|---|---|

g. Prospective amil zakat may not have a relationship that will cause a conflict of interest; and

h. Amil zakat candidates received are candidates who passed all stages of selection

## Digital Services Based on Bengkulu Province BAZNAS

The response to the current digital era, according to Drs. HM Ch Naseeh, M.Ed as Secretary of the Provincial Baznas, Bengkulu Province BAZNAS already has 3 systems that already exist and are running to facilitate employees and users to enjoy BAZNAS services in managing zakat funds, as follows:

a. SIMBA is a Baznas information system. This system concerns reports, incoming letters and office activities

b. RKAT is about the annual budget plan.

c. The website. For the moment the website is being worked on.

## Training for Human Resource BAZNAS Bengkulu Province

In the interview training with Drs. HM Ch Naseeh, M.Ed as Secretary of the Provincial Baznas stated that the Provincial BAZNAS still followed from the Center. Provincial BAZNAS only sends participants in accordance with the opening of the training held by the center. As

for the training that has been held:

a. Supervision Training

b. Certification Training

c. Emergency Response Training.

In addition to some routine training which is often held centrally above, in terms of career development, leaders always motivate employees. The leadership supports to be able to have a career in BAZNAS Bengkulu Province. As it is known that career development for employees is very important to improve employee performance. Performance improvement is very influential with the achievement of the goals and vision and mission of the organization.

## HR Performance Evaluation System in BAZNAS Bengkulu Province

HR performance evaluation is very important as an evaluation for employees to improve their performance. In addition, with the performance evaluation, BAZNAS Bengkulu Province can take strategic steps to improve work performance so that zakat management can be carried out more optimally. The following are some of the performance assessments that have been carried out by BAZNAS Provisnis Bengkulu on its employees as in the Decree of the Chairperson of the National Amil Zakat Agency No. 24 of 2018 concerning Guidelines for Amil Zakat Management Provincial Provincial Amil Zakat Agency and Regency/City National Amil Zakat Agency:

a.  To help Amil Zakat improve work performance, the immediate supervisor periodically assesses the work performance of Amil Zakat below him according to the institution's provisions

b.  The results of performance appraisal can be used as a consideration for salary increases and/or promotions, mutations and demotion of the zakat amil positions concerned and the provision of bonuses (if any)

One form of performance appraisal that has been carried out at Bengkulu Province BAZNAS is amil certification. In BAZNAS Bengkulu Province there is one person who has been certified amil as a manager and staff on behalf of Al-Jihad. This is a form of appreciation for the professionalism of employees in carrying out their duties. So it can be a starting point for improving performance in the future.

In its implementation the results of an interview with Mr. Al-Jihad as staff stated that several factors could influence the achievement of performance at BAZNAS Bengkulu Province. The following factors support the development of HR management, among others as follows:

a.  Computer and or internet facilities

b.  For correspondence already using computer facilities to facilitate the work.

c.  Leadership motivation

The inhibiting factors are as follows:

a.  Poor administration is constrained by muzakki.

b.  The office must have its own

c.  Less than the maximum APBD

**CONCLUSION**

Based on the discussion above, it can be concluded that BAZNAS Bengkulu Province has carried out various strategies in the development of HR management in the digital era. The recruitment system is in accordance with the Decree of the Chairman of the National Amil Zakat Agency No. 24 of 2018 concerning Guidelines for Amil Zakat Management Provincial Provincial Amil Zakat Agency and Regency/city National Amil Zakat Agency. Form of response to the current digital era, BAZNAS Bengkulu Province already has 3 systems that already exist and are running to facilitate employees, namely SIMBA, RKAT, and website. One form of performance appraisal that has been carried out at BAZNAS Bengkulu Province is amil certification. In BAZNAS Bengkulu Province there is one person who has been amil certified.

The strategy that has been carried out by Bengkulu Province BAZNAS has contributed greatly to the management of zakat in Bengkulu Province. So that the objectives, services and programs of Bengkulu Province BAZNAS can be achieved. If this is done, then the management of zakat in Bengkulu Province can be more optimal and effective by using IT or digital systems to facilitate the process.

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