Model Of Human Resources Management Strategy Of Badan Amil Zakat Nasional

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ABSTRACT

The purpose of this study is to obtain external factors and internal factors that affect the human resource management strategy of the National Amil Zakat Agency (BAZNAS) and the important themes that are in it. BAZNAS as a non-profit organization and has the potential to mobilize large funds need to prepare its human resources to run the mandate of Law number 23 Year 2011. This research uses qualitative paradigm and with phenomenology approach strategy. Data collection techniques were conducted by interviewing 9 informants. The interview process was recorder by audio recording device and transcribed. The transcription result are arranged in tabulation based on some specific themes. The model was built with Interpretative Structural Modeling (ISM) approach and supported by strategic assumption of SAST (Strategic Assumption Surfacing and Testing) method. The research finds 66 themes discussed in 6 sections. (1) That external factors consist of: large fund mobilization opportunities, human resource inputs BAZNAS, Zakat Inspiration for prosperity, and political influence in the determination of leadership. Internal factors consist of: modeling approach, human resources management paradigm, Baznas as the top of Zakat building in Indonesia, and Global-Mindset. (2) The dimensions of BAZNAS's human resource management strategy are: Fiqh, digital life style, small model organization, collaboration and partnership, economic sharing principles, leadership in core values and core competencies, and 4 pillars of zakat movement. Zakat movement consists of: da'wah, productivity, sharia economy, and zakat management. (3)The core value of human resources BAZNAS consists of hanif, aqlak al karimah, shiddiq, amanah, fathonah, tabligh, integrity, market oriented, entrepreneurship, understanding the concept of rizki, harokah to zakat, awareness of sharia economy, and values Other Islam. (4) BAZNAS's human resource planning function consisting of: BAZNAS strategic human resource planning, human resource development BAZNAS, and organizational development. (5) The BAZNAS human resource retention and utilization function consisting of employment, performance management, and remuneration. (6) The human resource development function of BAZNAS. The interesting themes of the research findings are: small model organization concept, human resource performance ratio, alternative wage pattern, working relationship with asnaf non amil, environment talenta BAZNAS. The contribution of this research is the development of wage theory for non-profit organization, work relation theory, index to measure amil's performance to the gathering, implementation of human resource management function for BAZNAS in Indonesia, and work relation pattern for asnaf non amil.

Keywords: Human resource management strategy, core values, small model organization, Phenomenology

INTRODUCTION

Based on Law no. 38/1999, Organization of Zakat Management (OPZ) is an institution engaged in the management of zakat funds, infak, and shadaqah. The management of zakat includes planning, organizing, implementing and supervising the collection, distribution and utilization of zakat funds. OPZ can take the form of Amil Zakat Body (BAZ) and Amil Zakat Institute (LAZ). BAZ is OPZ established by central government (BAZNAS), provincial, district / city and sub-district (BAZDA). Work relationships between these levels are coordinative, consultative and informative. LAZ is an OPZ formed by the community, confirmed, nurtured and protected by the government. The POZ has the main duty of collecting, distributing and utilizing zakat in accordance with religious provisions. The DPZ is responsible to the government according to its level.

Through Law No. 23 of 2011 on the management of Zakat that replaces the previous Law, placed the National Amil Zakat Agency (BAZNAS) as the national zakat manager where LAZ was formed to assist BAZNAS. The growth of zakat collection nationally continues to rise significantly. Baznas perform the function as a coordinator and operator of zakat. Through the operator's function, Baznas created a program for the collection and distribution and utilization of zakat, infaq, shodaqoh and other social finance funds. Baznas performs a coordinating function for coordinating Baznas at its lower level and or the Zakat Collection Unit (UPZ) under its authority and LAZ operating in its working area.

Hafiduddin (2017) explains that there are three pillars of sharia economy, namely (1) real sector, (2) monetary sector, and (3) zakat sector, infaq, alms, waqf and the like. Islamic HR management starts from the selection, training, development and management. External factors affecting Baznas human resource management strategy are regulation, government support, economic, demographic and socio-cultural conditions of the community, and the activities of LAZ and partners. Internal factors affecting Baznas human resource management strategy are leadership policy, strategic plan, organization of Baznas, corporate culture, performance gathering, partner support, human resource performance affecting Baznas performance, while the quality and quantity of existing human resources (HR) is influenced by budget allocated for human resources maintenance and development. In managing human resources, Baznas has developed an organizational structure consisting of 5 layers, namely Director, Division Head, Bureau Chief, Senior staff and staff, and clerical. They are full-time employees.

Based on interviews with the Head of Human Resources Division of Baznas Secretariat, it was revealed that no mapping of the level of implementation of Human Resource Management functions in all Provincial and District Baznas. In the preliminary survey, it is known that in general every Baznas provinces and districts of the city is still busy with the completeness of the leadership element and still simple in managing human resources executors. Research related to the level of implementation of HR functions urgently to do.

LITERATURE REVIEW
Human Resource Management
Human Resource Management is a process of handling various problems on the scope of employees, employees, laborers, managers and other workers to support organizational activities in order to achieve organizational goals. AF Stoner explains that human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right position or position when the organization needs it Not all companies use the term Human Resource Management (HRM). Another term often used is Personnel Management. Cahyono in Mangkunegara (2009) explains that there are similarities

between personnel management with human resource management is equally science that organizes people in the organization in order to participate actively to realize the goals of the organization.

Yayan and Farid (2016) explained that the main activities of HR management consist of 3 major parts, namely (1) recruitment, consisting of job analysis manpower planning, (2) retention utilization, consisting of performance management, service reward management, employee relations, industrial and leadership, and (3) development, consisting of training and career development and development. The 3 major functions of HR management are developed based on personal power. This approach is in line with human capital management concept.

Human Capital Approach

Human resource management strategy will be better if departing from the effort to know the best potential of every person (employees) that exist within the organization (Yayan and Farid, 2016). The greatest growth potential for growth, productivity, performance, achievement and profitability lies in employee skills and abilities. Therefore the task of the HR manager is to return 50% of the wasted ability to channel their time and energy into more productive and working better. Human capital approach consists of mental, emotional, individual fiscal energy. The HR manager's job is to maximize human capitals and focus on the most valuable achievements and outcomes that are important to the organization.

The productivity at the company level that leads to the company's performance is strongly influenced by the individual contribution of each employee in the company. In an effort to improve productivity, HR management performs various functions such as payroll, performance appraisal system, training, selection, job design, and compensation. Companies at the best level generally use the concept of people - process - performance. The characteristics of world class company according to Yayan and Farid (2016) are (1) exllence in operation, (2) eliminate waste, (3) lean, (4) safe, (5) vision, (6) quality, (7) engaged people, and (8) discipline tight control.

Human Resource Management Competency Standards

Competency Standards have a very wide dimension in the process of qualified human resource formation. This standard can be used as a guide in the preparation of curriculum, syllabus, and competency-based training module to produce competent and traceable competent human resources. By having a standard of competence, Indonesia can harmonize standardization with other countries in ASEAN region through forms of cooperation and notification between countries. The process of equalization or recognition between countries is known as Mutual Recognition Arrangement (MRA).

The process of consolidation and coordination of the compilers consisting of senior practitioners in Indonesia is quite tough, so ultimately stagnated. Through a long process, ultimately can be determined SKKNI MSDM through the Minister of Manpower and Transmigration Number 307 Year 2014. Thus, SKKNI MSDM can become reference for all organizations in implementing HR management. SKKNI MSDM Indonesia is prepared following the Methodology Competency Standard (RMCS) methodology, which is the methodology for the preparation of professional competence standards that refer to the function of a profession.

Modeling Theory

Modeling is a modeling activity. The model is an abstraction of an actual object or situation. There are 3 types of models that are Ikonic or physical models: Analog or diagrammatic; and Symbolic or mathematical (Eriyatno, 2012). The iconic model is a physical representation of several things, both in ideal and on different scales. Analog model can represent the dynamical situations, i.e., circumstances change according to time. Symbolic model, that is in fact science system focusing on symbolic model as a representation of reality that is examined.

Modeling system that includes a hard system methodology or Decision Support System (DSS) and/or dynamical systems. modeling system that aims To produce a model policy (policy model) is the convergence of logical thinking process (Dettmer, 2007) and soft system methodology-SSM (Checkland and Poulter, 2006). Input modeling systems can be obtained from a variety of analyses, such as Analytical Network Process (ANP), Analytical Heirarchy Process (AHP), or Interpretative Structural Modeling (ISM) and supported by the strategic assumptions of the method SAST (Strategic Assumption Surfacing and Testing) or other policy matrix.

The Provisions of the Legislation

Baznas is a non government agencies conduct structural management of zakat, the structure of its organization is governed by ACT Number 23 year 2011 about the management of Zakat and PP No. 14 Year 2014 on the implementation of LAW Number 23 of the year 2011 about the management Zakat. BAZNAS organizational structure consists of the leadership and the implementing units.

The requirements became Chairman of BAZNAS referred to in article 10 of ACT 23 of the year 2011. There is a provision the composition member of BAZNAS that is composed of elements of the Government and the community. The Community element consists of scholars, professionals, and community leaders of Islam (article 8 PP 14-year 2014). To carry out the duties and functions of the BAZNAS can be formed of the implementing units, where the executor undertakes the functions of planning, execution, control, reporting, and accountability in the collection, distribution, and utilization of zakat in National (article 31 PP 14-year 2014).

Islamic Human Resource Management

Hafiduddin (2017) there are three pillars of Islamic economy, namely the real sector (1), (2) the monetary sector, and (3) the sector of religious obligatory, infaq, alms, endowments and the like. To uphold the 3rd pillar of HUMAN RESOURCE availability is necessary the Sharia has loyalty to Islam. HR Sharia for the principals of Economics Sharia it is time to become a major concern in the development of Islamic Economics. Sharia-based HR management starting from the selection, training, development, and pengelolaanya.Understand syariah HR management starts from understanding Islamic building pillars consisting of Unity (1), (2), (3) ahlaq Sharia with the aim of keeping religion, keep people, keep the sense, keep and maintain the descent of property.

Model HDR sharia was built from tauhidullah as a foundation or basis, with three main pillars, namely Tawhid uluhiyyah (1), (2) Unity rububiyah, Tawhid and (3) the nature of the wa asthma. It is this unity which relied upon the formation of the personality of every employee in an organization. The inspiration of human resource management implementation of Sharia is the imitation in which have been applied by Prophet Muhammad. Human resource management implementation of Sharia includes aspects (1) recruitment and selection, (2) giving priority to quality rather than quantity, (3) cadre and the delegation of authority.

Islamic Maqoshid

In the Quran surat Al-verse Baqoroh 103, Allah said, which means "take charity from the part of their property, to cleanse the soul." Orders that contain Alloh SWT meaning that there is a group of people get the noble task, picking up tithes from the people who can afford to, pray for those who tithe so that always get a blessing from the resulting, and blessed against a charity there are. In carrying out this mission, then the required human resources, has a religious unity is strong, noble character, able to cooperate as well as professional.

The purpose of the revelation of the Islamic jurisprudence is to the good of all humanity. This trends Shari'ah is the concept of knowing wisdom (values and objectives syara ' express and implied in the Qur'an and the Hadith) set by Allah ta'ala against man. As for the ultimate purpose of the law is one, i.e. mashlahah or goodness and well-being of humanity well in the world (with Mu'amalah) as well as in the hereafter (with ' aqeedah and worship). While these benefits are achieved for the way humans should meet the needs of Dharuriat (Primary), and refining needs Hajiyat (secondary), and Tahsiniat or kamaliat (tertiary).

RESEARCH METHODS

Data Source

Data source in this research is primary data source and secondary data source. Primary data sources consist of in-depth interviews and structured interviews with informants, in this case are the parties who have been and are involved in the management of zakat. Secondary data sources, divided into two, namely the source of internal secondary data obtained from the archive BAZNAS, such as financial reports. External secondary data sources consist of various MUI fatwa, laws, government regulations, ministerial decrees, BAZNAS regulations of major literaries (national and international journals), books and supporting literature such as publications in magazines, newspapers, etc.

Qualitative Method

Data analysis in qualitative research, conducted at the time of data collection took place, and after completion of data collection in a certain period. At the time of the interview, the researcher has done an analysis of the answers interviewed. If the interviewee answer is not satisfactory then the researcher will ask the question again, to some extent, obtained credible data. Activities in data analysis, ie data reduction, display data and conclusion drawing / verification (Miles and Huberman in Sugiyono, 2013:344).

ANALYSIS AND DISCUSSION

Research Findings

Research findings based on the previous description, it can be noted that in this study produced some findings that can be described briefly as follows:

1. Large mobilization of untapped funds.
   BAZNAS needs to prepare to be able to manage the mobilization of huge funds. BAZNAS is a non-structural state institution established by the Government in the implementation of zakat management function nationally. In his role as the coordinator and operator of zakat, competent human resources are needed to achieve the optimal goal of zakat collection and utilization of zakat funds.
2. BAZNAS Human Resources Input is not much of the best.
   The future of Zakat collection makes it a vision for BAZNAS to become the best zakat manager in the world. This is a logical effort, considering that Muslims in Indonesia are the largest in the world. Even very possible, if the zakat is managed properly then it can help APBD and APBN.

3. Zakat becomes the inspiration of prosperity and contributors APBN APBD.
   The potential of zakat that is so great can be realized when the awareness of zakat society in Indonesia grow and develop. Growing awareness for Muslims in Indonesia is an opportunity for BAZNAS in various levels.
4. Political interest influences collegial leaders.
   Politics also influences decisions in the selection of BAZNAS leaders including at the provincial and district / city levels. The ability and maturity of elected leaders will have an effect on the formation of collective collegial leadership.
5. Modeling Approach.
   The modeling chosen is the analog model because it can represent a dynamic situation, capable of presenting the characteristics of the studied event, and many conformities with the translation of quantitative relationships between different traits and groups through the transformation of nature into analogue so that the ability to make change can be improved.
6. HR management paradigm BAZNAS.
   BAZNAS HR management should be placed at a strategic level and sensitive to organizational strategy. When the opportunities and challenges of BAZNAS forward move dynamically.
7. Specific, distinctive and unique models.
   BAZNAS leaders need to put BAZNAS human resource management at a strategic level. The overall approach of HR management BAZNAS can illustrate that BAZNAS is a unique organization. The HR management of BAZNAS should pay attention to fiqh rules, legislation, strategy BAZNAS, and has a global mind-set.
8. BAZNAS as the top of zakat building in Indonesia.
   Also means that the HR BAZNAS is the champion of the buildings below. Zakat building model in Indonesia can be an inspiration for the development of all HR management functions.
9. Global Mind-set.
   The leadership of BAZNAS needs to put BAZNAS's HR management at a strategic level. The typical BAZNAS HR management approach can illustrate that BAZNAS is a unique organization. The HR management of BAZNAS should pay attention to fiqh rules, legislation, sensitive against the strategy of BAZNAS, and has a global mindset. Global mind-sets have characteristics that are openness, diversity, adaptive and integrity.

Theoretical Implications
The theoretical implications of this research are as follows:
1. Giving new knowledge to some HR management functions for non-profit syariah financial institutions. In studies of Islamic financial institutions such as Islamic banking before the profit. BAZNAS as a non-structural state institution is also a non-profit financial institution
2. Developing the HR management strategy BAZNAS needs to pay attention to the dimensions that affect it, namely fiqh as common understanding, global mindset, digital life style, small model organization, collaboration and partnership, core value and core competence
3. Development of small model concept organization combined with collaboration and partnership strategies can be developed into an organizational growth theory for philanthropy organizations
4. Provide new ideas on the pattern of working relationship on BAZNAS, especially working relationship with asnaf non amil. The working relationship pattern in BAZNAS is developed both with PKWT and PKWTT types. This type of PKWT can be applied to non-amil asnaf

5. Discovered concept to measure HR performance of BAZNAS. The HR performance indicators of BAZNAS can be measured by the ratio of amyl total pure pooling. In subsequent developments the index of the ratio of the amil amount compared to the numbers 1) the number of pure collection, 2) the value of APBD and / or APBN.

6. The development of an incentive system for amil can also be built into a separate theory. A more comprehensive in-depth study needs to be consid- ered to consider the rules of fiqh and wage theory.

7. The concept of BAZNAS as Zakat Champion can be further developed into a career development model for zakat human resources throughout Indonesia.

8. Keunikan Talent Management on BAZNAS can be developed into a more profound and intact concept. This research generates ideas on how BAZNAS talent can come from existing resources in BAZNAS and from external resources from relevant industries or professions. Beneficiaries of BAZNAS include resources that can be input to talent management in BAZNAS.

SUMMARY

Result of analysis and discussion can be summarized as follows:

1. Building a model of HR management strategy BAZNAS must consider external environmental factors and internal environmental factors as well as dimensions to build models.
   a. The themes on external environmental factors that influence are opportunities for large fund mobilization, zakat as an inspiration for prosperity, input human resources, and political interests that influence the selection of leaders.
   b. The themes on influencing internal environmental factors are the modeling approach, the BAZNAS HRM management paradigm, the global mind-set, the BAZNAS as the zakat building peak in Indonsian, and the specific, distinctive and unique models.
   c. The dimensions to be considered in developing the HRZ management strategy model are fiqh as common understanding, global mindset, digital life style, small model organization, collaboration and partnership, shating economy principle, core value and core competence, and 4 pillars of BAZNAS.

2. The values of the human resources of BAZNAS are (a) Hanif, as the main foundations of the Shiddiq (honest and integrity), (b) Trust (build confidence and earnest work), (c) Fathonah (market orientation and entrepreneurship), (d) Tabligh (communicative and cooperation) and (e) Ahlaq al karimah, as output.

3. Model HR management strategy model consists of HR planning and procurement functions, retention and utilization of human resources, and human resource development.

   a. **The human resources planning and procurement function consists of 3 clusters, namely human resource planning, human resource procurement, and organizational development.**
   b. **The retention and utilization function of human resources consists of 3 clusters, namely performance management, remuneration, and employment relationships.**
   c. **The HR development function consists of 2 clusters, namely training and human resources development, and Management of talent and career.**

   4. **Themes-themes to HR management BAZNAS is (a) Small model organization for the effectiveness and efficiency of human resource management budget, (b) Ratio of amil amounts by number of assemblements, (c) Building syariah foundation HR, (d) Bimtek**

for the leadership of Provincial and Regency / City BAZNAS (e) Sertification amil, (f) Support syariah, and (g) Political work patterns non asnaf amil.

LIMITATIONS

Based on the above conclusions the researcher gives suggestions to BAZNAS, the Government and to the development of research.

1. **BAZNAS needs to develop guidelines for managing human resources for BAZNAS provinces, districts and cities and BAZNAS can develop technical guidance for BAZNAS leaders of Provinces and District / City. Bimtek can be done centrally or regionally. BAZNAS can also develop Train for Trainer for BAZNAS Provincial Human Resources so that Bimtek can be implemented in every province to serve the leadership of BAZNAS Regency / City.**
2. **The Ministry of Religious Affairs, the Ministry of Religious Affairs, and the Ministry of Religious Affairs throughout Indonesia need to support the performance of BAZNAS, Provincial BAZNAS and BAZNAS Regency / City. Such support can be a synergy of activities funded by APBN for the improvement of HR BAZNAS through training programs that impact and avoid the type of activities that are normative and ceremonious.**
3. **The Provincial and District / City Governments need to support the performance of BAZNAS in their respective regions by making the following efforts and implementing the regulatory provisions on BAZNAS operational assistance regularly budgeted to APBD,**
4. **Research Development, This research can be used as a starting point for testing BAZNAS HR management strategy model with better research approach.**

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