Proceeding
1st International Conference on Multidisciplinary Studies
Universitas Riau Kepulauan, Batam, December 19, 2023
e-ISSN: 3047-6399
Volume 1: 21-34

ANALYSIS OF INFLUENCING FACTORS BAZNAS HUMAN RESOURCES PLANNING (HRP) MODEL

Moch. Aminudin Hadi[1*], Robby Kurniawan[2]
[1]University of Riau Kepulauan, Batam, Indonesia
[2]Batam International University, Batam, Indonesia
**Corresponding author: aminudinhadi@gmail.com*

Abstract

The purpose of this qualitative research is to obtain factors that affect the human resources planning (HRP) of the National Amil Zakat Agency (BAZNAS) and the important themes that are in it. The establishment of BAZNAS as the main organization for zakat management in Indonesia has been a long journey. Human resources management of BAZNAS is very important in supporting BAZNAS' role in Indonesia. This research uses qualitative paradigm and with phenomenology approach strategy. Data collection techniques were conducted by interviewing 8 informants. The interview process was recorded by audio recording device and transcribed. The transcription result were arranged in tabulation based on some specified themes. The model was built with Interpretative Structural Modelling (ISM) approach and supported by Strategic Assumption Surfacing and Testing (SAST) method. The result of this research found 10 elements that build the BAZNAS Human Resources planning model, namely: 1) HR strategic plan, 2) HR planning and procurement, 3) leadership role, 4) HR audit, 5) sharia criteria, 6) digital friendly criteria, 7) key withdrawal and selection system, 8) special work standards & certification, 9) leadership competency and supporting certification, and 10) building organizational culture. The contribution of this research is to provide a theoretical basis for preparing BAZNAS HR planning throughout Indonesia.

Keywords: *'Amil Zakat Management, HRP Management, BAZNAS.*

INTRODUCTION

Zakat is one of the socio-economic obligations of Muslims. Even though it is widely discussed in the subject of worship, it is still part of the Islamic socio-economic system, and is therefore discussed in books on Islamic legal and economic strategies (Qardhawi, 2002). Viewed from a language perspective, words *zakat* means blessing, growing and good. Ash-Shiedieqy (1999) believes that zakat is a manifestation of mutual cooperation between rich people and the poor.

There is a term *muzakki* namely the person who pays zakat, while the person who receives it is called *mustahik*, whereas *'amil* are the people who manage zakat. Work principle *'amil* is to receive zakat from *muzakki* and channel it to *mustahik*. According to the provisions in the Qur'an there are 8 categories *mustahik* namely: 1) needy, 2) poor, 3)*'amil*, 4) *convert* or people who have just converted to Islam, 5) *gharimin* or people who are in debt, 6) *fii sabiilillah*, 7) *Ibn Sabil*, and 8) *riqob*.

Zakat management has existed since the time of Rosululloh Muhammad SAW. *Bait al Mal wa Tamwil* (BMT) and proceed to*the caliphate of Rosydin* until the next caliph. In Indonesia, the management of zakat has started since Islam entered Indonesia in the 7th century. Before the Dutch colonial period, Zakat management in the archipelago was carried out traditionally, namely *muzakki* submit directly to mustahik. For *mustahik* generally religious teachers, scholars or orphans around *muzakki*. The presence of the Dutch in Indonesia had an influence on the management of zakat, because at that time the naib and wedana played a role in efforts to collect zakat. In several other areas, officials, such as regents, wedana and village heads also collect zakat and receive part of the proceeds from zakat mal and zakat fitrah. In Banten, most of the distribution of zakat fitrah is given to kiyais or Koran teachers. Meanwhile, in East Java, there are special patterns of distribution of zakat, namely zakat on wealth is under the authority of kiyai and ulama, while zakat fitrah is handed over to religious officials in the village such as khatib, call to prayer officers (*mu'adzin*), and the imam of the mosque.

Based on Law no. 38/1999, the Zakat Management Organization (OPZ) is an institution that operates in the management of zakat, infaq and shadaqah funds. Zakat management includes planning, organizing, implementing and supervising the collection, distribution and utilization of zakat funds. OPZ can take the form of an Amil Zakat Agency (BAZ) and an Amil Zakat Institution (LAZ). BAZ is an OPZ established by the government at the central (BAZNAS), provincial, district/city and sub-district (BAZDA) levels. The working relationship between these levels is coordinative, consultative and informative. Meanwhile, LAZ is an OPZ formed by the community, confirmed, fostered and protected by the government. The OPZ has the main task of collecting, distributing and utilizing zakat in accordance with religious provisions. OPZ is responsible to the government according to its level.

Through Law Number 23 of 2011 concerning Zakat management which replaced the previous Law, placing the National Zakat Amil Agency (BAZNAS) as the national zakat manager where LAZ was formed to assist BAZNAS. The growth of zakat collection nationally continues to increase quite significantly. BAZNAS carries out functions as zakat coordinator and operator. Through the operator function, BAZNAS creates programs for collecting and distributing as well as utilizing zakat, infaq, shodaqoh and other social financial funds. BAZNAS carries out the function as a coordinator who coordinates BAZNAS at lower levels and/or Zakat Collection Units (UPZ) under its authority as well as LAZs operating in its work area. To carry out these two functions, sufficient human resources (HR) are needed both in quality and quantity. HR is categorized into leadership and non-leadership elements. The quality of human resources greatly influences the performance of BAZNAS, therefore a good and effective HR management strategy is needed. HR management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society (Melayu P Hasibuan, 2010).

According to Mangkunegara (2009), there are 6 operative functions of Human Resource Management, namely: (i) Workforce Planning, including: human resource planning, job analysis, workforce attraction and placement, and work orientation. (ii) Workforce Development, including: education and training, career development, and performance appraisal. (iii) Providing remuneration, including direct remuneration such as wages and incentives and indirect remuneration such as worker welfare services. (iv) Integration, including employee needs, employee motivation, job satisfaction, work discipline and work participation. (v) Workforce Maintenance, including work communication, work health and safety, work conflict control, and work counseling. (vi) Separation of Workforce covers layoffs (vii) HRM strategies are influenced by external and internal factors.

Yayan and Farid (2016) explained that the main activities of HR management consist of 3 large parts, namely: (1) Recruitment, consisting of*job analysis & manpower planning*, (2) Utilization & retention, consisting of performance management, compensation management, employee relations, industrial relations and leadership, and (3) Development, consisting of training and development and career development. The 3 major functions of HR management are developed based on personal strengths. This approach is in accordance with the concept*human capital management*.

According to the Indonesian National Work Qualification Standards (SKKNI) HRM (based on Permenakertrans number 307 of 2014), there are 9 HR management clusters, namely: (1) HR procurement, (2) Organizational development, (3) HR Learning and Development, (4) Talent Management, (5) Career management, (6) Performance and remuneration management, (7) Industrial relations, (8) Administrative services and employee information systems, and (9) Human resource management strategy and planning

Didin Hafiduddin (2017) explained that there are 3 pillars of sharia economics, namely (1) the real sector, (2) the monetary sector, and (3) the zakat, infaq, alms, waqf and similar sectors. To uphold these 3 pillars, it is necessary to provide sharia human resources who have high loyalty to Islam. It is time for sharia human resources for sharia economic actors to become a main concern in the development of sharia economics. Sharia HR management starts from selection, training, development and management.

Understanding sharia HR management starts from understanding the pillars of Islamic building which consist of (1) monotheism, (2) morals, (3) sharia with the aim of protecting religion, protecting the soul, protecting the mind, protecting offspring and protecting property. The application of sharia will result in (1) justice, (2) security, (3) prosperity, and (4) brotherhood.

External factors that influence BAZNAS' HR management strategy are regulations, government support, economic, demographic and socio-cultural conditions of the community, and the activities of LAZ and partners. Internal factors that influence BAZNAS' HR management strategy are leadership policies, strategic plans, BAZNAS organization, company culture, collection performance, partner support. BAZNAS as a government institution that is given the authority to manage Zakat Infaq and Alms must have a good governance system. Good governance begins, one way, with competent human resource management to run the organization to achieve its goals. Therefore, good HR management is needed, this research aims to analysis of factors influence baznas hr planning model.

RESEARCH METHODS

Developing a BAZNAS HR management strategy model is something new and has different characteristics from commercial sharia banking, non-profit institutions which are generally not identical with sharia characteristics. Researchers chose a Qualitative Research Design. Qualitative research also has various philosophical assumptions, research strategies, and methods of collecting, analyzing, and interpreting data. Even though the process is the same, qualitative procedures still rely on data in the form of text and images, have unique steps in data analysis, and originate from different research strategies. (Creswell:258). This research uses an interpretive paradigm or subjective approach - phenomenology. Cresswell (in Sugiyono, 2013: 14) explains that phenomenological research is a type of qualitative research, where researchers collect data using participant observation to find out the participants' essential phenomena in their life experiences.

Several characteristics of qualitative research: (Creswell: 261-263) are 1) Natural environment (*natural setting*), 2) Researchers as key instruments (*researcher as key instrument*), 3) Multiple data sources (*multiple source of data*), 4) Inductive data analysis (*inductive data analysis*), 5) Meaning of participants (*participant's meaning*), 6) Developing plans (*emergent design*), 7) Theoretical perspective (*theoretical lens*), and 8) Interpretive in nature (*interpretive*). The research field is within the BAZNAS environment. The BAZNAS HR development strategy model can be applied to Provincial BAZNAS and more Regency/City BAZNAS.

The units of analysis in this research are experts in the field of HR management who have a national reputation and leaders and executives of BAZNAS RI who have expertise and attention to HR management. This is to ensure that the quality of the interviews will produce data that is suitable for use in this research.

The data sources in this research are primary data sources and secondary data sources. Primary data sources consist of the results of in-depth interviews and structured interviews with informants, in this case parties who have been and are currently involved in zakat management. Secondary data sources are divided into two, namely internal secondary data sources obtained from BAZNAS archives, such as financial reports. External secondary data sources consist of various MUI fatwas, laws, government regulations, ministerial decisions, BAZNAS regulations, various main literature (national and international journals), books and supporting literature such as publications in magazines, newspapers, and so on.

Data analysis in qualitative research is carried out during data collection and after data collection has been completed within a certain period. At the time of the interview, the researcher had already carried out an analysis of the answers the interviewee was looking for. If the interviewee's answers are deemed unsatisfactory, the researcher will ask more questions, until a certain stage, credible data is obtained. Activities in data analysis, namely *data reduction, data display* and *conclusion drawing/verification* (Miles and Huberman in Sugiyono, 2013:344).

In reducing data, each researcher is guided by the goal to be achieved, namely finding elements to build a BAZNAS HR management strategy model. Data reduction is a sensitive thinking process that requires intelligence and a high level of breadth and depth of insight. Therefore, researchers need to discuss it with other people or experts. Through this discussion, researchers' insight will develop so that they can reduce data that has significant findings and theoretical development (Sugiyono, 2013: 337).

Phenomenology is usually connected with hermeneutics, the science that studies meaning or significance in phenomenology. Referring to Miles and Huberman (in Nani

Susanti, 2013: 40-41), there are several sequences of analysis as follows: (1) *Coding*: coding data obtained from transcription of interviews with informants. (2) *Noting*: special forms of explanation or setting out notes. (3). *Abstracting dan comparing*: summarizing and comparing sorted, filtered material and identifying common phrases, relationships, and differences, this process builds code-based categorization into more general levels, conceptual constructs, patterns or processes, comparing similarities and differences across data instances. (4) *Checking and refinement*: repeated reading of texts to isolate, examine, and refine understanding of patterns, processes, similarities, and differences. (5) *Generalizing*: outlines some generalization that covers or explains consistency within a data set. (6). *Teorizing*: matching generalizations from data with formal concepts of knowledge using constructs or theories, building new theories that are closely related to data and knowledge structures.

RESULT AND DISCUSSION

Presentation of research data is divided into 4 stages. The first stage introduces the 7 informants in this research and provides a brief description of their experiences relevant to the theme of this research. Each informant has different characteristics and colors regarding the research theme. Therefore, a general description of the various findings from each informant will be presented. The second part explains the data analysis process based on the research focus and developing findings. The third section provides a resume of the themes found in this research. The fourth section provides the basics from the Koran and hadith for each theme found in this research.

1. Research Findings Data

At the start of the research there were 9 informants involved with the composition of 3 informants being professionals in the field of HR management, 1 Sharia HRD expert, and 5 people from elements of BAZNAS. For the balance function of informant composition, it was reduced to just 7 informants where 2 informants from the BAZNAS element were removed. Researchers involved 7 informants by conducting interviews according to the promised time. The interview format was initially determined, but in practice it turned out to be adapted to the informant's point of view. The informants also have diverse backgrounds, but they have great attention to aspects of human resources. To improve this research, the researcher added 1 informant from a sharia expert or ulama who has extensive knowledge of the Koran and

Hadith. We present the results of these interviews sequentially from informants who are HR management experts in Indonesia, sharia HR management experts, academics, BAZNAS members and BAZNAS executives. The 8th informant is a scholar who has extensive knowledge in the interpretation of the Qur'an and is also a hadith expert.

2. **Development of the BAZNAS HR Management Strategy Model**

The research findings are divided into several sections, namely: Factors that influence the BAZNAS HR management strategy model, BAZNAS HR Core Values, BAZNAS HR management model dimensions, BAZNAS HR Management Strategy Function, BAZNAS HR Planning and Procurement Function, HR Retention and Utilization Function BAZNAS, and BAZNAS HR Development Function. In this section the researcher presents a summary based on themes, while complete data on the findings are attached to this research.

a. Factors that influence the HR Management Strategy Model at BAZNAS

The informants have different and complementary perspectives in explaining the factors that influence the BAZNAS HR strategy model. Based on the grouping of themes found, researchers divided them into 3 parts, namely: basic pillar factors of BAZNAS, external factors, and internal factors. In the basic pillar factors of BAZNAS, researchers found there were 2 themes, namely: 1) *fiqh* as *common understanding*, *building trust*, and management *reliable*, and 2) 4 Pillars of BAZNAS. All BAZNAS activities as an institution that manages zakat in Indonesia must comply with fiqh provisions. Fiqh will give color to every move of BAZNAS so that it can grow and increase public trust in BAZNAS (*building trust*) through the management of zakat *reliable*. The second theme in the basic pillar factors of BAZNAS is the 4 pillars of the zakat movement which consist of (1) Preaching, (2) Productivity, (3) Sharia Economics, and (4) Zakat Management.

Every BAZNAS human resource must be aware that BAZNAS is a da'wah institution, which invites Muslims to fulfill the 3rd pillar of Islam. The inspiration for zakat is productivity. Without productivity there will be no zakat obligation. Productivity that makes people have a decent income so that they achieve *nishob* zakat. Zakat is also distributed to people who have low purchasing power so they can afford to buy. This increase in purchasing power will encourage economic growth. Zakat is the spirit for the development of sharia economics. For every additional economic benefit in a certain amount (*nishob*) and a certain time (*haul*), zakat is required from the 2.5% or 5% or 10% category. Zakat needs to be managed both in terms of collection, distribution and utilization. Collection consists of socialization activities, marketing communications, serving and caring *muzakki*. Distribution and utilization includes creating programs to have a significant impact.

The internal environmental factors that strengthen BAZNAS' HR management strategy consist of 7 themes. Several modeling approaches can be used, but those that are relevant to this research are ISM and SAST. HR management must also be placed on strategic issues and adaptive to BAZNAS developments. The model developed must also be specific, unique and unique to BAZNAS. Seeing that there are still many BAZNAS in regions that have low collection performance, SMO can be developed by combining collaboration and partnership strategies with various relevant parties. Leaders also need to establish core values and core competencies. These values will become the color for BAZNAS' HR management strategy.

External factors that strengthen BAZNAS' HR management strategy consist of 7 themes. BAZNAS has the opportunity to mobilize very large funds. The source of zakat from employee salary expenditure in the APBN reaches tens of trillions of rupiah, not to mention from professionals and entrepreneurs. Zakat is an inspiration for prosperity *muzakki* nor *mustahik*. For *muzakki*, zakat will make their property or assets more blessed and for *mustahik* Zakat will increase their purchasing power. Zakat is a companion instrument to the APBN and APBD in efforts to reduce poverty in Indonesia.

BAZNAS is the pinnacle of the zakat movement in Indonesia in accordance with Law Number 23 of 2011. This also means that every best human resource from zakat institutions is input for BAZNAS human resources. BAZNAS' HR management strategy is strengthened by paradigms *global mind-set*, namely BAZNAS needs to optimize zakat from Muslims in Indonesia for both Indonesian citizens and foreigners as well as optimizing Muslim Indonesian citizens abroad. The important themes developed are: *digital life style*. The development of an information system in managing zakat is necessary, so it requires adequate human resources *digital friendly*. To this day, political influence is still felt in the determination of BAZNAS leaders in the regions. The impact of political influence is that the collective, collegial leadership process becomes more dynamic.

b. BAZNAS HR Planning and Procurement Function

In this section the researcher presents the complete information obtained from the informants. The finding data is divided into 3 parts according to the clusters in the SKKNI HRM, consisting of: 1) BAZNAS HR management strategic plan, 2) BAZNAS HR Procurement, and 3) Organizational Development. The BAZNAS HR management planning cluster consists of 4 themes, namely: 1) BAZNAS HR strategic plan, 2) sharia HR planning and procurement, 3) Leadership role in planning, and 4) HR audit. BAZNAS HR strategic planning is based on sharia. The application in HR procurement is to carry out sharia-based recruitment and selection. Every BAZNAS leader has responsibility and attention to the importance of sharia-based HR management. Therefore, it is necessary to develop a sharia audit for BAZNAS HR management as a reference for making strategic planning for HR management in the next period. The BAZNAS HR procurement cluster consists of 4 themes, namely: 1) sharia criteria, 2) criteria *digital friendly*, 3) withdrawal and selection system as key, and 4) leadership competency. Attraction and selection activities are the key to the success of BAZNAS HR management. Leadership competency in designing a withdrawal and selection system based on sharia criteria and criteria *digital friendly* is the first step in managing BAZNAS human resources better.

Using the ISM approach, the researcher developed a model of connection between themes. The ISM steps are as follows:

1. Identify elements; The researcher included the 11 theme elements in this section. The leadership competency themes were combined so that the number of themes to build the model was 10, namely: V1 = HR strategic plan; V2 = HR Planning and Procurement; V3 = Leadership Role; V4 = Audit SDM; V5 = Sharia criteria; V6 = Criteria *Digital Friendly* , V7 = Withdrawal and selection system as key; V8 = Special Work Standards & Certification; V9 = Leadership Competency and supporting certification; and V10 = Building Organizational Culture.

2. Contextual relationships; Researchers analyze the connections between themes, conduct input-process-output studies.

3. Structured Single Interaction Matrix or *Structural Self Interraction Matrix* (YES); The researcher compiled the SSIM based on the analysis carried out in step 1. The SSIM table is included in the appendix to this dissertation

4. Matric *Reachability* (MR); Researchers compile a matrix *reachibility* based on the process of compiling the SSIM. Matrix table *reachability* included in the appendix of this dissertation.

5. Compile *diagraph*; Based on SSIM and MR, the researcher prepared a diagram or *directional graphic*. The next step is to present the model to make it more communicative as depicted in Figure 1.

The HR Strategic Plan is the initial function of managing BAZNAS HR. The quality of planning is influenced by the leadership's competence. The strategic plan supports 2 HR management functions, namely HR procurement activities and BAZNAS HR competency certification. Competency certification will produce better quality leaders. Drawing and selection activities must consider sharia criteria and *digital life style*. Attraction and selection are also the keys to success in managing BAZNAS human resources. An HR management audit is needed to ensure that each stage in the HR planning process is going well.

Rosululloh Muhammad SAW had very good planning in managing *Bait al Maal*, starting with appointing skilled and appropriate people to run it. In *Bait al Maal* several departments known as*Diwan*, among them are: 1) *diwan ar-Rawatib* whose function is to administer salaries and honorariums for civil servants and soldiers, 2) *Diwan al jawalib wa al mawarits al hisyriyyah* whose function is to manage *jizya* (tax) and inheritance without heirs, 3) *diwan al-kharaj* which functions to collect taxes on managed land, and 4) *diwan al hilali* which functions to collect monthly taxes.

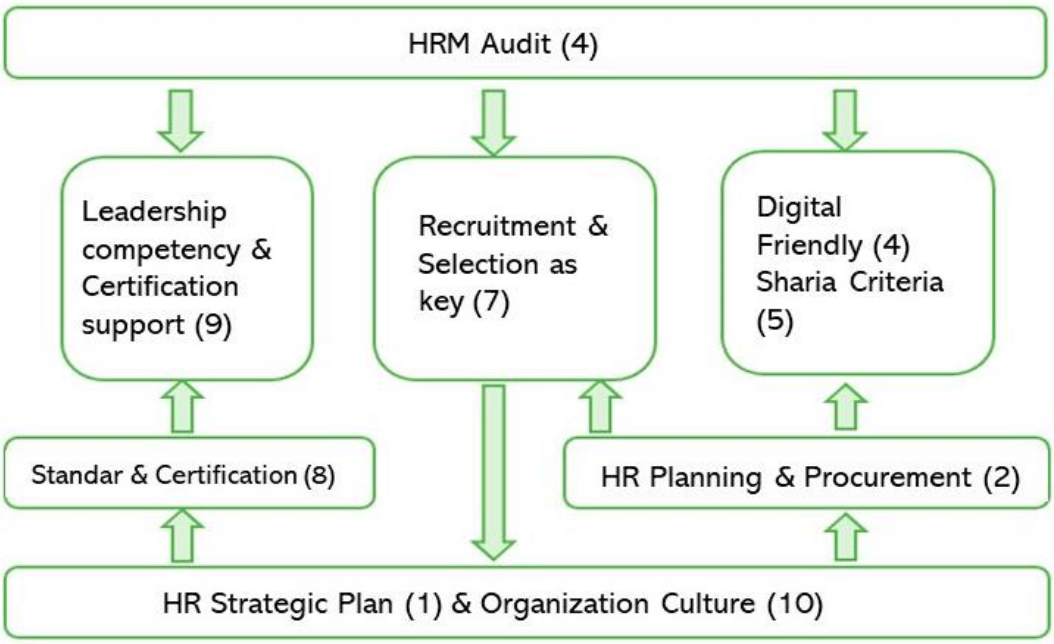

Figure 1.1 BAZNAS HR Planning Model

BAZNAS leaders must have competence in the realm of strategic planning. Informant 8 explained that in the hadith it is explained that if a matter is not handed over to an expert, then wait for its destruction. This hadith emphasizes that BAZNAS leaders are people who are experts in their field. BAZNAS leaders must have a strong understanding of zakat, be able to carry out good outreach to the community, and build synergy with stake holders. In organizing, leaders need to have competence in managing BAZNAS's finances, namely by preparing the Annual Budget Work Plan (RKAT). The basis of sharia leadership is the Qur'an surah An Nisaa verse 59 which means:

"O you who believe, obey Allah and obey His Messenger, and ulil amri among you. Then if you have a different opinion about something, then return it to Allah (the Qur'an) and the Messenger (the Sunnah), if you truly believe in Allah and the Last Day. That is more important (for you) and better as a result." (QS An Nisaa: 59)

In procuring BAZNAS human resources, it is necessary to consider sharia and Islamic aspects *digital friendly*. According to sharia, BAZNAS HR must meet the following criteria as stated by the 8th informant:

"Yes, BAZNAS HR according to Al Quran and Hadith are people who are pious, who believe, who are honest and trustworthy, but also have skills, the ability to communicate and master issues related to zakat. Including those who may be attractive in appearance as Rasululloh sent the dai not randomly." (In-8)

BAZNAS also needs to consider aspects of BAZNAS' HR capabilities in using digital technology. The 8th informant also explained the rules of fiqh proposals that strengthen the requirements *digital friendly* This is for BAZNAS HR procurement. The following is an excerpt from the interview with informant 8:

"There are, and have even become fiqh rules or fiqh rules that are derived from the Koran and hadith. For example, the rule says one, malaa yatimul wajib illa bihi fahuwa wajibun If an obligation cannot be carried out or fulfilled without the means, the means are mandatory. So in this case, tools such as technology, digitalization and anything that contributes positively to the development of zakat are becoming necessary in this current era. Another rule for exampleal amru idaa dloqo itassa'a that is the rule of jurisprudence. Things when experiencing narrowness then he should expand. Can't be linear and stuck with the rules." (In-8)

Organizational culture is built based on 4 pillars, namely 1) da'wah, 2) productivity, 3) sharia economics, and 4) zakat management. Da'wah is placed as the first basic pillar because BAZNAS is an Islamic institution to enforce zakat law. Productivity occurs when the rich pay their zakat which is then distributed to the poor, resulting in an increase in purchasing and productive power at both macro and micro levels. Meanwhile, support for sharia economics occurs because every zakat human resource understands the sharia aspects of muamalah. Only then, the fourth pillar of zakat management needs to be upgraded to professionalism. Building an organizational culture at BAZNAS according to sharia is also absolutely necessary. The basis for building this culture is the Qur'an Surah Al Mukminun verses 1 to 11, which means:

"Those who believe are truly fortunate. (namely) those who are devout in their prayers, and who abstain from useless (actions and words), and those who pay zakat, and those who guard their private parts, except for their wives or servants they have, then indeed they are not blameworthy. But whoever looks beyond that, then those are the people who go beyond the limits. And (truly fortunate) are those who keep their messages and promises, and those who keep their prayers. These are the people who will inherit paradise. They will abide therein forever" (QS Al Mukminuun 1-11)

Building a company culture based on the verses above is an implementation of *maqoshid sharia*. A company culture that encourages employees to always maintain their prayers is *hifdz ad-diin* namely efforts to maintain religion. Paying zakat is categorized as *hifdz al Mal and hifdz an-nafs*. Distance yourself from useless actions and words is an implementation of *hifdz al 'aql*. Maintaining his genitals is an implementation *hifdz an-nasab*.

CONCLUSION AND SUGGESTION

Based on data analysis and discussion, researchers draw the following conclusions: (1) Building a BAZNAS HR management strategy model must consider the basic pillar factors of BAZNAS, external environmental factors and internal environmental factors includes (a). The basic pillar factors of BAZNAS consist of fiqh as *common understanding,* and the 4 pillars of the zakat movement, namely: 1) da'wah, 2) Productivity, 3) Sharia Economics, and 4) Zakat Management. (b) External environmental factors that influence are opportunities for mobilizing large funds, zakat as an inspiration for prosperity, BAZNAS as the pinnacle of Zakat building in Indonesia, input from BAZNAS human resources, *global mind-set, digital life style,* and political interests that influence leadership selection. (c) Themes on internal environmental factors that influence are modeling approaches, BAZNAS HR management paradigms, and specific - distinctive - unique models, *small model organization*, collaboration and partnerships, principles of sharing economy, and the role of leaders in determining *core value* and *core competence*. (2) The HR planning and procurement function consists of 3 clusters: HR planning, procurement, and organisational development. In this function, themes that can be applied can be developed in s*mall model organisations* for BAZNAS: Sharia recruitment and selection system and standardisation of zakat amil competency at BAZNAS.

In addition, BAZNAS needs to develop guidelines for managing human resources for provincial, district and city BAZNAS, needs to revise Perbaznas to strengthen the HR management function at a strategic level, and Provincial and Regency/City BAZNAS can gradually develop HR management functions.

REFERENCE

Abu Fahmi, et all (2017), Shariah HRD: Shariah-Efficient Human Resource Management.

Ash-Shiedieqi, T (1999), *Zakat guidelines*, 2nd Edition, Pustaka Reski Putra, Semarang.

Baznas RI (2017), Indonesian Zakat Outlook 2017, Center for Strategic Studies, National Zakat Amil Agency (Baznas).

Cresswell, John W (2014), *Research Design Qualitative, Quantitative and Mixed Approaches*, Student Library Publisher, Yogyakarta.

Hafiduddin, Didin and Hendri Tanjung (2003), *Sharia Management in Practice,* Gema Insani Press.

Ilhaamie Abdul Ghani Azmi (2009), Human Capital Development and Organizational Performance: A Focus n Islamic Perspective, Syariah Journal Vol 17, No 2.

Decree of the Minister of Religion Number 333 of 2015 concerning Guidelines for Granting Permits for the Establishment of Zakat Amil Institutions.

Khalid Ahmad (2008), Chalange and Practices in Human Resources Management of the Muslim World, *The Journal of Human Resources an Adult Learning Vol 4 (2), December.*

Mangkunegara, A (2009), *Company Human Resources Management*, Publisher PT Teen Rosdakarya, Bandung.

Mohd Shahril bin Ahmad Razimi, et all (2014), The Conceps of Dimention in Human Resources Managemeny from Islamic Management Perspective, *Middle-East Journal of Scientific Research 20 (9) 1175-1182.*

Nik Muktasim Nik Ab. Ramhan, et all (2013), Relationship between Islamic Human Resources Management (IHRM) Practices and Trust: an Empirical Study, *Journal of Industrial Engineering Management, JIEM Vol 6 (4):1105-1123.*

Republic of Indonesia Government Regulation Number 14 of 2014 concerning Implementation of Law Number 23 of 2011 concerning Zakat Management.

Baznas Regulation Number 03 of 2014 concerning Organization and Work Procedures of Provincial National Zakat Amil Bodies and Regency/Municipal National Zakat Amil Bodies.

Regulation of the Minister of Religion of the Republic of Indonesia Number 52 of 2014 concerning Conditions for Utilizing Zakat for Productive Businesses

Qardawi, Yusuf (2011), Zakat Law, 12th printing, PT Mitra Kerta Jaya Indonsia, Jakarta

Siswanto (2014), Improving Competitiveness of Islamic Banking Human Resources Through Implementation of Quran Based HRM Practices, *European Journal of Business and Social Sciences*, Vol 3 No 3, pp 1-13, June

Sepky Mardian (2014), Zakat Management in Indonesia: Historical and regulatory perspectives, *Syarah Journal of Islamic Law and Economics*, *STAIN Malikulsaleh*, *Aceh*, *Volume I*, *No. 2*, *July-September 2012*, *p. 309-324.*

Sugiyono (2013), *Combination Research Methods (Mixed Methods*), Publisher Alfabeta, Bandung.

Law No. 13 of 2003 concerning Employment

Law No 23 of 2011 concerning Zakat Management

Yayan & Farid (2016), HR STIFIn, a new breakthrough in managing HR, Gramedia, Jakarta.