



Human Resource Management Practices at the National Zakat Agency (BAZNAS) of Southeast Sulawesi Province

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ABSTRACT

This study analyzes the implementation of five human resource management (HRM) functions at the National Zakat Agency (BAZNAS) of Southeast Sulawesi Province and identifies the constraints affecting organizational effectiveness. A descriptive qualitative approach was employed using purposively selected institutional informants, interviews, observation, and document review, with findings organized thematically. The results show that workforce planning is responsive to organizational requirements but not yet consistently documented. Recruitment and selection emphasize openness and integrity but need more standardized assessment procedures. Placement considers competencies and job requirements, although limited staffing results in multiple assignments and high workloads. Training covers technical, managerial, and religious competencies but lacks structured post-training assessment. Performance monitoring uses regular review meetings and the BAZNAS Management Information System (SiMBA), yet individual key performance indicators and formal appraisal records are not sufficiently standardized. Strengthening workload-based planning, role clarity, selection criteria, training evaluation, and position-specific appraisal indicators could improve organizational accountability and continuity. The findings offer context-specific recommendations for professional HRM in provincial zakat institutions.

Keywords: BAZNAS; Human Resource Management; Performance Appraisal Personnel Development; Recruitment; Zakat Administration.

I. INTRODUCTION

Zakat administration is a public-interest activity that requires both faithful implementation of religious obligations and accountable organizational management. In Indonesia, the National Zakat Agency (Badan Amil Zakat Nasional, BAZNAS) performs an institutional role in collecting, distributing, and utilizing zakat funds. The quality of these services depends not only on financial systems and formal regulations but also on the competence, integrity, and continuity of the personnel responsible for implementing them. Human resource management (HRM) therefore represents an important organizational capability within the zakat sector (Ahyakudin & Abduh, 2021; Akbar, 2019).

Unlike organizations that evaluate performance primarily through financial returns, zakat agencies must simultaneously pursue service effectiveness, public trust, religious compliance, and transparent reporting. Amil personnel are expected to understand the principles governing zakat administration while fulfilling operational, administrative, and managerial responsibilities. This combination raises practical questions about workforce planning, transparent recruitment, competency-based job placement, continual development, and the use of measurable performance indicators. These issues are especially relevant to provincial institutions with limited staffing and financial resources.

The HRM literature emphasizes the interdependence of these functions. Workforce planning anticipates competency and staffing needs; recruitment and selection identify suitable personnel; job placement aligns individuals with organizational assignments; training develops capabilities; and performance appraisal generates feedback for improvement (Dessler, 2017; Hasibuan, 2014; Werther & Davis, 1996). Weaknesses in one function may undermine the others. For example, even when recruitment is conducted transparently, a shortage of available staff may lead to overlapping roles, while the absence of standardized indicators may prevent managers from assessing whether development activities improve performance.

Previous studies have examined HRM practices among zakat institutions, including zakat administrators in Banten (Ahyakudin & Abduh, 2021), BAZNAS in the Riau Islands (Herman et al., 2023), and BAZNAS in Pontianak (Fatmawati et al., 2025). Such studies establish the relevance of HRM practices to the governance of zakat institutions; however, the particular configuration of planning, recruitment, placement, development, and evaluation in BAZNAS

Southeast Sulawesi Province merits a context-specific assessment. Rather than treating these practices independently, the present study examines their relationships as a sequence of organizational processes.

The study accordingly addresses the following question: how are the five principal HRM functions implemented at BAZNAS Southeast Sulawesi Province, and what constraints affect their contribution to organizational effectiveness? Its objective is to describe the practices in operation, identify areas that remain insufficiently formalized, and develop practical recommendations grounded in institutional evidence. This article is adapted from the author's 2026 Master's thesis at Halu Oleo University; it retains the original research design, empirical scope, and principal findings.

II. LITERATURE REVIEW

2.1 Human Resource Planning

Human resource planning links expected operational requirements to workforce availability. In a zakat organization, anticipated service demand, the distribution of responsibilities, competency requirements, and financial constraints should inform the identification of staffing needs. Planning may be responsive to changing needs, but reliance on informal adjustments can make future requirements difficult to predict or document (Dessler, 2017; Hasibuan, 2014).

2.2 Recruitment, Selection, and Placement

Recruitment and selection aim to attract and identify personnel with appropriate qualifications and integrity. For an institution administering religious social funds, ethical conduct and an understanding of institutional responsibilities are central alongside technical competence. Selection standards, documented criteria, and consistent assessment instruments can strengthen procedural reliability (Gatewood & Field, 2001; Halisa, 2020). Placement should then connect individual competencies to clearly defined roles and operating procedures.

2.3 Training, Development, and Performance Appraisal

Training and development encompass technical and managerial learning as well as competencies associated with the ethical and religious responsibilities of amil personnel. An effective development system should not stop at training participation: it should also assess whether learning is transferred into improved work practices (Bariqi, 2020; Pahira & Rinaldy, 2023). Performance appraisal complements this process by linking observable outcomes to responsibilities, feedback, and organizational improvement.

2.4 Analytical Framework

The study organizes the evidence into five interconnected HRM functions: (1) planning; (2) recruitment and selection; (3) placement; (4) training and development; and (5) performance appraisal and evaluation. Each function is examined in terms of current implementation, constraints, and opportunities for institutional strengthening. This framework is descriptive rather than causal: the qualitative evidence is not used to estimate statistical effects on organizational performance.

III. RESEARCH METHOD

This research applied a descriptive qualitative design at BAZNAS Southeast Sulawesi Province, whose office is located in the Bumi Praja government-office area, Anduonohu, Poasia District, Kendari, Indonesia. The qualitative approach was selected to understand the implementation of HRM functions within their organizational and administrative context (Fadli, 2021).

Participants were chosen purposively because of their direct involvement in, or knowledge of, HRM administration at the agency. The thesis identifies four research informants: the chairperson, the executive head, the deputy chair for administration, human resources and general affairs, and an administrative/HR staff member. The appendices document interviews conducted in December 2025. These informants provided perspectives from leadership, execution, oversight, and staff-level practice.

Primary data were obtained through interviews and observation; secondary material was derived from institutional documentation and relevant literature. Interviews were used to explore how staffing needs were identified, how personnel were recruited and assigned, which development activities were undertaken, and how work was monitored. Observation and documentary review supplied contextual information for examining institutional procedures and reporting practices. The original study describes interviews as flexible and unstructured, consistent with its exploratory qualitative orientation.

The data were organized and interpreted thematically against the five predefined HRM functions. This process supported comparisons between stated procedures, operational practices, and perceived constraints. Because the research is a single-institution qualitative case, the results characterize the conditions reported and documented at the study site rather than providing population estimates or causal tests.

IV. RESULTS AND DISCUSSION

4.1 Implementation of the Five HRM Functions

Table 1. Summary of the Five HRM Functions at BAZNAS Southeast Sulawesi Province

HRM function	Implementation identified	Principal constraint
Planning	Flexible, demand-based planning	Incomplete formal documentation and systematic forecasting
Recruitment and selection	Open, integrity-oriented practices	Insufficiently standardized assessment instruments
Placement	Competency- and role-based assignments	Staff shortages, overlapping duties, elevated workload
Training and development	Ongoing technical, managerial, religious training	Budget constraints; limited post-training evaluation
Performance appraisal	Meetings and SiMBA-supported monitoring	Lack of standardized individual KPIs and formal records

Source: Synthesized from the findings of Rahwadin (2026), Master's thesis, Halu Oleo University.

4.2 Human Resource Planning

The institution's workforce planning is principally needs-driven. Decisions concerning staff requirements take account of organizational objectives, the anticipated potential of zakat collection and utilization, and the financial capacity available for personnel expenditure. Such responsiveness enables the agency to adjust to operational requirements without presuming that staffing needs remain constant over time.

Nevertheless, planning was not yet fully systematic or formally documented. The reliance on adaptive, situational decisions presents difficulties for forecasting future staffing needs and for tracing how recruitment and development priorities correspond to organizational strategy. The evidence points to an opportunity to establish a documented staffing plan, a competency inventory, and periodic workload analysis. These instruments would strengthen the institution's existing flexibility rather than replace it.

4.3 Recruitment and Selection

Recruitment and selection practices were described as relatively structured and open, with emphasis on organizational requirements and applicant integrity. This orientation is substantively consistent with the responsibilities of amil personnel, for whom ethical reliability and professional competence are both critical.

The remaining weakness concerns the standardization and reliability of the selection system. Without consistently documented competencies, selection stages, and scoring procedures, an organization may find it difficult to compare candidates across different recruitment cycles. Standard competency profiles and common assessment rubrics could improve transparency while retaining attention to personal integrity and the responsibilities of zakat administration.

4.4 Personnel Placement

Personnel placement generally considered the match between employee competencies and organizational requirements. Duties and standard operating procedures were recognized as part of the assignment process, indicating that placement was not simply based on immediate vacancy filling.

However, a limited number of personnel required some employees to undertake multiple responsibilities, increasing workloads and reducing the scope for specialization. These overlapping assignments were a more pronounced operational constraint than the basic principle of competence-based placement. The findings therefore suggest that staffing requirements, workload distribution, and role clarity should be reviewed together rather than treating placement solely as an individual-level matching exercise.

4.5 Training and Development

The organization provided continuing learning and development covering technical, managerial, and religious competencies. This multidimensional orientation reflects the distinct responsibilities of zakat institutions, which require administrative professionalism alongside relevant religious knowledge and ethical standards.

Implementation was constrained by the availability of funding and personnel, and by the absence of a standardized system for evaluating individual performance after training. Consequently, training activity itself could be identified, but the extent to which particular programs generated measurable improvements in job performance was not systematically established. The evidence supports introducing a modest training-needs assessment and a practical post-training evaluation process tied to job responsibilities.

4.6 Performance Appraisal and Evaluation

Performance was monitored through regular meetings and through use of the BAZNAS Management Information System (SiMBA). These processes supplied channels for reporting, review, and open discussion of organizational activities. As described in the thesis, SiMBA is an integrated reporting and information system related to zakat administration; its availability should not be confused with an individualized employee-appraisal instrument.

The main limitation was the absence of a sufficiently standardized and documented set of individual key performance indicators. Existing discussions and reporting procedures therefore did not yet constitute a fully structured personnel evaluation system. A role-specific appraisal framework, evidence-based assessment, documented feedback, and periodic follow-up would make personnel evaluation more transparent, consistent, and actionable.

4.7 Integrated Discussion and Practical Implications

Taken together, the five functions display an institutional pattern characterized by practical implementation but incomplete formalization. The agency has established recognizable processes for identifying workforce requirements, selecting personnel, assigning duties, providing development opportunities, and reviewing operations. Yet the processes do not consistently generate the documentation, standardized criteria, or individual-level metrics needed for systematic workforce management. This distinction is important because the existence of an activity does not by itself demonstrate the completeness of its management system.

The strongest operational pressure arises from the relationship between staffing capacity and task allocation. Needs-based planning can help a small organization respond quickly to emerging responsibilities; however, when workforce requirements are not supported by a documented workload projection, flexible task allocation may result in overlapping assignments. As a result, placement effectiveness depends both on matching competencies to positions and on ensuring that personnel capacity is proportionate to the volume of work. This finding is in line with the broader HRM premise that planning, allocation, and performance must be managed as an interconnected system (Dessler, 2017; Werther & Davis, 1996).

A second issue is the limited continuity between employee development and appraisal. Training covers appropriate technical and religious dimensions, but the lack of post-training indicators makes its organizational contribution difficult to track. Performance reviews undertaken through meetings and administrative reporting provide valuable oversight, yet the absence of formal individual assessment criteria restricts their use as a consistent basis for professional development. The proposed response is to define a small number of verifiable, position-specific indicators and to connect those indicators to development plans without equating information-system activity with an individual's total performance.

For implementation, the agency could prioritize a phased system rather than introducing an administratively burdensome framework all at once. The first phase would map existing positions, workload, and competency requirements. The second would document selection criteria, job descriptions, and training priorities. The third would introduce periodic appraisal records and structured feedback using evidence already generated through routine activities. Such sequencing would be especially pertinent where budgets and staffing capacity are constrained.

These conclusions are bounded by the study design. The evidence was drawn from one provincial zakat agency through purposively selected institutional informants and qualitative materials, so it cannot establish how common these conditions are across other provincial or municipal offices. Future research could compare BAZNAS units and use quantitative or mixed methods to examine whether more formalized HRM practices are associated with differences in institutional outcomes.

V. CONCLUSION AND RECOMMENDATIONS

BAZNAS Southeast Sulawesi Province has implemented all five HRM functions, but their levels of formalization vary. Planning is responsive to needs yet remains insufficiently documented; recruitment and selection give weight to openness and integrity but require stronger standardized procedures; placement considers competencies and operating requirements but is limited by insufficient staffing and overlapping duties; training covers technical, managerial, and religious capacities but lacks systematic post-training appraisal; and evaluation benefits from meetings and SiMBA reporting but needs consistent, formally recorded individual performance indicators.

Improvement should prioritize workload-based staffing plans, competency-aligned job descriptions, standardized selection and training assessments, and a manageable framework of position-specific performance indicators. These interventions are intended to support professional *amil* practice, organizational accountability, and the sustained delivery of zakat services. Comparative research across institutions and further mixed-method studies are recommended to examine the transferability and effectiveness of these proposed improvements.

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