

Human Resource Management (HRM) in BAZNAS's Rice ATM Program in Depok Municipality

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Abstract

Human resource management plays an important role in how successful an organization or company can be. Human resource management is of utmost importance since it determines whether or not organizational goals can be achieved. One of such organizations with goals to achieve is BAZNAS of Depok Municipality with its Rice ATM program. It is a program to distribute rice that requires human resources to play some role in its implementation. Therefore, the existing human resources must be managed well to achieve its objectives. This research is qualitative with a descriptive approach. Such research attempts to interpret and describe the existing data. This research aims to find out the implementation, procedures and human resource management (HRDM) in BAZNAS's Rice ATM program in Depok Municipality. The data were collected using observation, interviews, and documentation. This research found that human resources were managed fairly well in the Rice ATM program in procurement and planning. This was shown by the fact that Depok Municipality BAZNAS could cooperate and collaborate with the Zakat Collection Units (UPZ). However, the program's maintenance and evaluation were still weak. On how it was implemented, BAZNAS would provide the rice ATMs and the program would be run by UPZs. Thanks to this mechanism, the rice assistance could be distributed more quickly to the community, making it easier to achieve the goal.

Keyword: *human resource management, rice ATM, UPZ*

Abstrak

Manajemen sumber daya manusia memainkan peran penting dalam suatu keberhasilan organisasi maupun perusahaan. Pentingnya manajemen sumber daya manusia sebagai penentu keberhasilan tujuan organisasi. Salah satunya yaitu pada program ATM Beras BAZNAS Kota Depok. ATM Beras merupakan program penyaluran yang dibutuhkan peran sumber daya manusia dalam penerapannya. Maka untuk mencapai tujuan program tersebut, sumber daya manusia yang ada harus dikelola dalam manajemen yang baik. Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian kualitatif dengan pendekatan deskriptif. Deskriptif kualitatif merupakan penelitian yang berusaha menginterpretasikan dan mendeskripsikan data yang ada. Penelitian ini bertujuan untuk mengetahui bagaimana penerapan, prosedur dan manajemen sumber daya manusia (MSDM) pada program ATM Beras Baznas Kota Depok Metode pengumpulan datanya melalui observasi, wawancara, dan dokumentasi. Hasil penelitian ini menunjukkan bahwa manajemen sumber daya manusia pada program ATM Beras ini cukup baik dalam hal pengadaan dan perencanaannya yaitu menciptakan kerja sama dan kolaborasi antara BAZNAS Kota Depok dengan Unit Pengumpul Zakat (UPZ), namun kurang maksimal dalam maintenance dan evaluasinya. Pada penerapannya BAZNAS menyediakan ATM beras kemudian program dijalankan oleh UPZ. Melalui sistem inilah bantuan ATM Beras dapat lebih cepat disalurkan kepada masyarakat sehingga dapat lebih mudah juga dalam mencapai tujuan.

Kata Kunci: manajemen sumber daya manusia, ATM beras, UPZ

Introduction

Technology has now stimulated the acceleration of distribution system development. As technology rapidly advances, the strategies to distribute assistance by Zakat Management Organizations (ZMOs), in an attempt to improve the people's economy and welfare, are getting more and more innovative and sophisticated. This is shown by the launch of the new service system, the Rice Automated Teller Machine (ATM) program in BAZNAS of Depok Municipality. The issuance of Law Number 23 Year 2011 on zakat management strengthens BAZNAS's role further as an entity authorized to manage zakat, alms, charity, and other religious social funds. On January 2023, BAZNAS of Depok Municipality launched this new Rice Automated Teller Machine (RICE ATM) innovation. This Rice ATM is a machine specifically designed to dispense rice automatically by attaching a card on it. This Rice ATM is a tool and alternative choice presented by Depok Municipality BAZNAS to make it easier for *mustahik* (beneficiaries) to receive assistance for consumption purpose in an orderly and safe manner without having to jostle right and left in the crowd.

It is a common knowledge that building a system to eradicate poverty in the society based on zakat is not an easy task. This is because it requires the right management and excellent performance to maximize the role that zakat can play to achieve the goals. In implementing this Rice ATM program, the Depok Municipality BAZNAS involved some Zakat Collection Units (UPZs) and local apparatuses such as neighborhood association (RT)/neighborhood council (RW) heads. This indicated that human resources played a crucial role in supporting and helping the government to realize a prosperous community.

Human resource management (HRM) is a science that discusses and manages human beings. HR management is critical since it deals with every aspect within both individuals and groups in an organization. The idea is to enable everything to run orderly, tidily, and effectively as per the predetermined plans and objectives. This seamlessly matches the main principle of Islamic teachings, where everything should be done in a correct, well-ordered, and sound manner. This means everything should not be performed carelessly as what the Prophet (PBUH) said in a hadith narrated by Imam Thabrani (Zainarti, 2014):

يُتَقَنُّ الْعَمَلُ أَحَدَكُمْ عَمِلَ إِذَا يُجِبُّ اللَّهُ لَنْ

“Verily Allah loves that when anyone of you does something, they do it in an *Itqan* fashion (timely, clearly, and completely).” (HR. Thabrani).

The research conducted by Vanny Arlin Elvina, et. al. in 2020 entitled “*Analisis Pelaksanaan Program ATM Beras di Era Pandemi COVID-19: Studi Kasus di Kecamatan Pemulutan, Kabupaten Ogan Ilir.*” (An Analysis of Rice ATM Program Implementation during the COVID-19 Pandemic: A Case Study in Pemulutan District, Ogan Ilir Regency) found that the budgeting process of BAZNAS in Ogan Ilir Regency has not been optimally prepared since some financial transactions have incomplete receipts and the financial transparency is relatively low. In addition, the BAZNAS of Ogan Ilir Regency has not optimally performed its duties to control the fund. The actual facts from the field could not be fully grasped since the evaluation was not carried out on regular and scheduled basis, and no external evaluators were invited to participate to the region. From this research, it is understandable that a program should be managed well to allow its smooth implementation, starting from its planning, organizing, actuating, and evaluating. This is because those aspects affect one another and play a significant role in achieving the goals. However, the research was different from the current one for it focused only on budgeting issues, rather than on human resources.

The Rice ATM serves as a new innovation in the strategy to serve the community and technology usage. However, so far the practice does not necessarily run smoothly. The facts that some of these mosque UPZs were left behind and lacked a sound comprehension became an issue that BAZNAS of Depok needed to tackle. Some UPZs had no idea how to operate the Rice ATM. This included a simple instruction such as connecting the Wi-fi to the machine to make it operatable. Additionally, inactive UPZs also became a hindrance that could affect the effectiveness of Rice ATM program. For this reason, this research aims to discover how the human resources are managed in the Rice ATM program of BAZNAS of Depok Municipality. Furthermore, it is expected that this research can serve as the basis to make strategic decisions to develop the Rice ATM program further or to apply it at a larger scale.

Literature Review

Human Resource Management

In its literal meaning, human resource management means to organize, manage, make good use of people or human resources to be empowered. Meanwhile, according to T. Hani Handoko (Handoko, 2014), terminologically human resource management means an activity of managing human resources to achieve certain goals, both at individual and organizational level. Human resource management can also be defined

as acknowledging the importance of organization workforce as a vital resource for achieving the organization's goals.

Below are some definitions of human resource management according to experts:

1. According to Malayu S.P Hasibuan, human resource management is an art or science of managing the relations and roles of workforce in a company to enable the effective and efficient performance of tasks, thus allowing them to encourage and help reach the company, employees, and society's goals (Hasibuan, 2017).
2. According to Hadari Nawawi, human resource management is a process of empowering human beings into workforce humanely, to maximize their psychological and physical abilities for reaching the organization's goals.
3. According to Marwansyah, human resource management is a process of empowering human resources in an organization through such functions as planning, recruitment and selection, human resource development, career planning and development, provision of compensation and welfare, work health and safety, and industrial relationship (Marwansyah, 2010).

Based on the aforementioned experts' definitions, it could be concluded that human resource management is a science or process of planning, organizing, implementing, and controlling the existing human resources within an organization to achieve some goals. Hence, in an organizational life, human resources are of utmost importance since its existence serves as the main determinant in improving the organization's performance and productivity. Moreover, its role cannot be replaced by any other resources, even by the most advanced technology. This is because its main tasks and functions are mostly related to regulations, policies, and decision-making.

From Islamic perspective, humans are considered the perfect creature and placed at the highest position than other beings that God the Almighty creates, to be the successors (caliphs) on earth. This is reiterated in Surah Al-Anam: 165 which reads:

"It is He who made you successors on the earth, and raised some of you in ranks over others, in order to test you through what He has given you. Your Lord is Quick in retribution, and He is Forgiving and Merciful."

And in assuming and performing their duty as the successors, the very existence of human beings cannot be separated from their obligations to worship God the Almighty. Therefore, the implementation of duties and obligations in humans' roles in the world both within an organization, an entity and a company has always been

the basis to make decisions and policies in regard to human resources (Gustinaningsih & Safwandy Nugraha, 2023).

Islam places human beings in a high and noble rank for they are gifted with mind, heart, and even the perfect physical appearance. In another verse in Al-Qur'an, this perfect creation in human has also been implied, i.e., in Surah At-Tin: 4. This perfection is intended to allow humans to develop themselves with all potentials that their resources provided to be individuals and society who can be useful and helpful.

Islam also really loves a well-planned action. In its teachings, nothing should be done carelessly. Rather, everything should be done well, orderly, and neatly. In this regard, therefore, human resources should be managed in good will, considering that every action depends on the intention. Hence, in managing human resources it is important to pay close attention to the intention or objectives to enable the management to bring both individuals and groups to better level and result in larger positive impacts.

Human resource management is a part of management sciences focusing on organizing the roles that human resources play in an organization's activities. Since human resources are highly vital assets for an organization, their functions and roles cannot be replaced by other resources. The role of human resource management is to control and manage humans to a maximum extent to shape a unit of humans that can mutually benefit each other (Supriadi et al., 2022). Any potential that the human resources have will affect greatly the development and advancement of an organization. Human resource management is considered important for the organizational development and for managing all employees' activities.

According George R. Terry, management has four functions commonly known as POAC, namely:

1. Planning

Planning is a process of managing and preparing workers effectively and efficiently based on the organization or company's needs to achieve goals (Adamy, 2016). Planning is an activity meant to plan and set the goals to be achieved, as well as prepare the strategies to take in the future to achieve organizational goals. Therefore, it is important to have good cooperation during this planning in making decisions to achieve the desired goals.

This planning function is the basic one of the entire management functions. Planning includes such activities as shaping the vision and missions, objectives, and strategies to achieve the goals. In other words, planning processes determine whether or not the produced outputs are optimal for a company. When the activities performed

are not well-planned, the resulting outputs will not be optimal and vice versa (Rohman, 2017).

2. Organizing

Organizing is the process of determining the human needs and existing resources to perform the duties and achieve the organization's goals. This organizing stage includes breaking works into specific tasks, assigning each activity, and determining who will have the rights and obligation to assume the tasks (Yohannes Dakhi, 2016).

Organizing is the action of sorting and classifying tasks, people, tools, and obligations and authority to create an organization that can move as a complete unity to achieve the predetermine targets. In other words, organizing is the process of managing and regulating the organization's resources, be it the people or other resources to make everything run effectively.

3. Actuating

Actuating comes from English word 'actuate' which means to mobilize. The term actuating here means an action or attempt to realize or perform what have been planned by deploying the existing workers and resources to allow an effective and smooth operation. Meanwhile, terminologically speaking, actuating is the measure of directing all employees to cooperate actively, effectively, and professionally to achieve the organization or company's goals (Ruyatnasih & Megawati, 2018).

Actuating is the action performed by a leader in directing, guiding, mobilizing, and managing all human resources in the organization or company that they lead. Thus, it is imperative for a leader to have leadership characteristics to enable themselves to direct their subordinates towards the goals to be achieved. This directing can be done using persuasion or instruction, depending on the situation and which methods are more effective. In instructing or inviting subordinates to do something, a leader cannot do so as they please. A leader must calculate and consider the steps and risks of each decision, plan or measure to be taken. This is because the outcome will affect the company.

4. Controlling

The last basic function of management is controlling, where control, supervision, or evaluation is done. Controlling holds a crucial place in management since it ensures that a planning is successfully executed or a goal is achieved. This is because all of the basic management functions will eventually be supervised, controlled and evaluated for better implementation in the future. Controlling or supervision is a systematic process or attempt in the forms of monitoring, observation, investigation,

or correction of every activity to ensure that it goes as planned and moves towards the predetermined goals (Darsana, 2023).

According to Sadikin, as cited from Made Darsana, controlling is a continuous process of monitoring how the activity is implemented as per the work plan and correcting it when needed. Meanwhile, according to Firmansyah and Mahardika, controlling or supervision is a systematic attempt in business management to compare the plan, standard performance, or predetermined goals to decide whether or not the performance has complied with the applicable standards, and to take the necessary remedy actions to be able to see whether the human resources and other resources have been utilized effectively and efficiently to achieve goals.

This controlling or supervision function is tightly related to the planning one. This is because the former should be planned first since it can only be done if planning has been made. And the execution of a plan will be optimal if it is controlled well. Therefore, whether or not a plan is achieved can only be seen after a measurement or controlling is made (Ruyatnasih & Megawati, 2018).

Program

In *Kamus Besar Bahasa Indonesia* or the Great Indonesian Dictionary, in literal sense the word *program* means a design related to principle and attempt (in economic, constitution, and so forth). In addition, program is also referred to as a structure, design, or other forms prepared to ease things up. Meanwhile, terminologically speaking, a program is a set of plans, activities, agenda, guidelines, or lists in a sequence. Program itself has varied definitions, depending on which aspects or fields the term is used.

Program is also defined as a statement which contains conclusions from several interrelated goals or expectations to achieve common objectives. Program normally includes all activities in the same administrative unit or targets that depend on and complement each others, all of which should be performed in sequence and simultaneously (Muhaimin et al., 2009)

From the definitions above and as viewed from its institutional aspects, it can be understood that a program is a plan or system that involves a group of people and other resources to perform a set of activities continuously and sustainably to achieve certain goals.

Rice ATM

Literally, ATM is an English abbreviation of Automated Teller Machine. In Indonesia, it is translated into *Anjungan Tunai Mandiri*. For Indonesians, it is no

longer something new since ATM can now be found almost anywhere. However, this ATM that people usually and widely find is for money, not for rice.

Terminologically, Rice ATM is an automated machine containing rice, designed to make it easier to distribute rice for those families in need of it using an electronic card like ATM. The Rice ATM itself is the country's youth innovation specifically designed to ease up the process of rice assistance distribution.

Research Methods

This research was qualitative one. Such research does not use numbers to collect its data. It is a form of interpretation or description of the research results (Mamik, 2015). This research employed a descriptive qualitative approach, i.e., it analyzed the written results from the sources obtained through both direct observation and interactive interviews. The research subjects were BAZNAS of Depok Municipality, especially the administrators in Distribution and Empowerment Department of BAZNAS of Depok Municipality, and administrators of Zakat Collection Unit (UPZ) of Al-Adzkar Mosque in Cilodong. Finally, the research object was the human resource management in the Rice ATM program.

This research was conducted in BAZNAS of Depok Municipality at Jl. Perumahan Depok Mulya 1 Jalan Blok I No.12, RT 04/RW 15 Beji, Beji District, Depok Municipality, West Java (16421). The data were divided into primary and secondary ones. The primary one was obtained from observation and interviews with respondents, namely Sister Khoerun Nisa, S.H, as the administrator of Distribution and Empowerment Department (BPP) at BAZNAS of Depok Municipality and Mister Nur Hidayat, S.Pd, as the administrator of UPZ. Meanwhile, the secondary data in this research consisted of, among others, books, news and articles, websites, and other information sources related to the research problem.

Result and Discussion

Rice ATM was part of Depok Peduli program initiated by BAZNAS of Depok Municipality. This program was distributed for the first time by BAZNAS of Depok Municipality at the end of 2022 to UPZs and it began to operate on January 2023. The Rice ATM program was a program to distribute assistance born from a spontaneous idea. The idea was coined for the first time by one of leaders of BAZNAS of Depok Municipality, namely Mister Agus Dwi Cahyo, vice chairperson IV for HR and General Department.

The BAZNAS distributed the Rice ATM in 5 mosques in Depok Municipality, they were:

1. Al-Istiqomah Mosque (FK DKM Cisalak) at RT 06/RW 01, Cisalak Pasar Cimanggis.
2. Al-Marjan Mosque at Jl. Raya Citayam Permata Ratu Jaya Cipayung.
3. Al-Adzkar Mosque at Cilodong RT 04/RW 05 Cilodong.
4. At-Taqwa Mosque at Jl. H. Asmawi No. 45 RT 05/RW 15 Beji.
5. Al-Muhajirin Mosque in Pondok Sukatani Permai at Jl. Maja Sukatani Tapos.

In 2023, for the whole year of this Rice ATM distribution, approximately 1,963 beneficiaries of rice assistance had been served. The largest distribution was provided by Al-Adzkar Mosque in Cilodong where it distributed rice to 1050 beneficiaries. The rice assistance was usually given at 2.5 kg/person within a month or once every two weeks. The table below shows the number of beneficiaries of Rice ATM program in 2023:

Table 1.

The Number of Beneficiaries of Rice ATM Program in 2023

| No | Location | Number of Beneficiaries |
|----|---------------------------------|-------------------------|
| 1 | Al-Istiqomah Mosque, Cimanggis. | 53 |
| 2 | Al-Marjan Mosque, Cipayung. | 225 |
| 3 | Al-Adzkar Mosque, Cilodong. | 1050 |
| 4 | At-Taqwa Mosque, Beji. | 200 |
| 5 | Al-Muhajirin Mosque, Tapos. | 435 |

This assistance distributed from the Rice ATM came from zakat, alms and charities collected by UPZ from *muzaki* (zakat payers) or donators. Some *muzaki* or donators paid the zakat or donations on regular basis, and some others on occasional basis. It was thanks to this fact that the amount of distributed assistance depended on how much donations were collected. Later, the collected funds would be distributed to *mustahik* in the form of rice. This Rice ATM program aimed at providing assistance for consumption purpose to those families classified as poor and needy. It also attempted to help eradicate the poverty issue in Depok Municipality. Moreover, this program helped mosque to be not only a place of worship, but also a place where zakat could be managed. It was expected that the congregations of those mosques could be *muzaki*. It was expected that the benefit of this Rice ATM program was enjoyed not only by *mustahik*, but also by the surrounding communities. Thanks to

this program, people could be aware of the importance of feeling content and grateful for what Allah has given them.

Human resource management in the Rice ATM program:

1. Planning

Planning was the first step taken by BAZNAS of Depok Municipality in their attempt to have good management. This planning included such activities as setting the idea, providing the resources, and making the strategies and goals. The Rice ATM program itself started with the idea from one of the leaders who brought it up in a plenary meeting with the administrators. The meeting then decided to launch the Rice ATM as a program to distribute assistance for consumption purpose.

It was remarkable that they could come up with this innovation considering the relatively limited human resources that BAZNAS of Depok Municipality had in their administrators and employees. More surprisingly, this did not disrupt their productivity. Rather, realizing the limited human resources allowed BAZNAS of Depok Municipality to prepare a strategy to involve UPZs to implement the Rice ATM program. These plan and strategy were the right solution to achieve the expected output and goals. This Rice ATM program aimed none other than providing welfare and easing the burden that the poor families out there could take. Despite the fact that the program could still only operate in 5 mosques in different districts, at least it was a step that had gradually given fairly adequate impact on and change to the community.

The impact of zakat management on an attempt to eradicate poverty was something worth the effort and went hand-in-hand with what Allah revealed in surah At-Taubah: 60, where it was mentioned that there were eight groups who were entitled to receive zakat. In there, the poor and the needy were the first and second groups mentioned. And this showed that dealing with poverty was the main goal of the rice ATM distribution (Zen, 2014).

2. Organizing

The organizing phase covered the process of determining the needs and existing resources in the Rice ATM program, to allow its effective and smooth implementation to achieve the goals. The rice ATM is the assistance distribution program managed by the Distribution and Empowerment Department (BPP). In determining the human resources, the BAZNAS of Depok Municipality recruited the Zakat Collection Units (UPZs) to be tasked to operate the program. In this case, UPZs' tasks were to collect zakat fund by finding the *muzaki* or donators and to redistribute them to the *mustahik*. The administrators of these UPZs consisted of chairpersons, secretaries,

treasurers, and members. For individuals to be eligible for UPZ administrators, they needed to be honest, trustworthy, and responsible for the tasks they were assigned to. Since it had something to do with zakat, alms, and charities, it was a must for any UPZ administrator to have a sound spirituality.

The maintenance of this program was entrusted to the Collection Department. This was because the BPP staff focused only on the distribution. Combining the human resources with their tasks were expected to create a high-performing and mutually complementing organization. The organizing in this Rice ATM program would make the operation easier and optimize the produced output.

3. Actuating

After the planning and organizing stages were done in preparing the program, the next step was attempting the realization and implementation of the steps that had been set. The first step taken in implementing this Rice ATM program was by mobilizing UPZs to manage the rice ATMs. Before managing the rice ATM, it was important for these UPZs to know well what their duties and responsibilities were. For this reason, the BAZNAS of Depok Municipality provided them with guidelines, direction, and facilitation to allow UPZs to perform well. Furthermore, some of these UPZ members were already old. Thus, it was the BAZNAS administrators' duty to be constantly ready to provide them with training and direct them whenever they needed it.

In this stage, the human resources in Rice ATM program were mobilized and directed as per the planning. The mobilization helped prevent the planning function from being disrupted. This way the planning could be realized as proven by the ongoing program.

4. Controlling

The controlling function was the activity of monitoring the successful attempt to achieve the goals. In this Rice ATM program, the administrators of distribution and empowerment department (BPP) monitored the performance of UPZs. The controlling was implemented by checking and monitoring the program directly to the field. However, due to the limited human resources of BAZNAS, the controlling in the field could not be performed too intensely. This was because it was impossible for the administrators to be ready at all time in the field. This made the time for the controlling activity uncertain.

Nevertheless, the less optimal controlling would more or less affect the productivity and performance quality of these UPZs. This made controlling the most

essential management function. This was because no matter how well the work was done, it could not be said successful when no good controlling was done.

In addition to controlling or monitoring, performance assessment was also urgently needed as an evaluation of the quality of an employee's job. This was because it was related to their attempt in helping the organization achieve the goals. In this Rice ATM program, in addition to being tasked to collect zakat fund and distribute the rice assistance to *mustahik*, UPZs were required to provide financial statements to BAZNAS. The BAZNAS of Depok Municipality also assessed the UPZs' performance by directly visiting them in the field. In this Rice ATM program, some UPZs were found inactive and it eventually ceased the program operation for some time. Furthermore, this performance report of UPZs would be delivered to the leaders for consideration whether these inactive UPZs would be given another chance until they were active again to operate the rice ATM or should they be replaced with other UPZs to operate the program.

This constituted an implementation by the organization to perform the evaluation steps. This was because the performance development and improvement of an organization could only be discovered after seeing and monitoring its team or employees' performance. Companies or organizations need to control their employees' performance to identify what might be a hindrance to achieve their goals.

Conclusion

Human resource management in BAZNAS's Rice ATM program in Depok Municipality was still suboptimal since some rice ATMs were found non-operative due to the inactive UPZ administrators. This should be considered by BAZNAS of Depok Municipality to make their human resource management better. A better human resource management would allow them to be more empowered with higher integrity to perform their duties. This is because to create a sound and sustainable organizational performance, an organization should pay close attention to the human resources they own. In this case, an organization needs to ensure that the human resources in them to have distinguished ability, knowledge, expertise, attitude, and personality to enable them to drive the organization to achieve their goals.

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