

IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT BY MEMBERS OF THE REGIONAL BOARD OF DEPARTMENT (DPD) OF WAHDAH ISLAMIYAH MAKASSAR

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Abstract

This study analyzes the implementation of Human Resource Management (HRM) within the Makassar Regional Leadership Council (DPD) of Wahdah Islamiyah, focusing on planning, execution, supervision, and obstacles. Utilizing a qualitative descriptive method with an Islamic educational management approach, data were gathered through triangulation of observation, interviews, and documentation involving key council administrators. Results demonstrate that HRM planning and execution are carried out systematically. Recruitment relies on departmental needs analysis oriented toward internal cadres to maintain organizational vision. Selection evaluates Islamic tsaqafah, Qur'anic recitation ability, and tarbiyah commitment, while placement applies the principle of the right man on the right place. Performance development involves thematic training, evaluated semiannually using a Key Performance Indicator (KPI) system. Supervision is implemented structurally and participatively. Primary challenges include budget limitations, fluctuating member motivation, and scarce full-time professionals, which are addressed by strengthening cadre development, rewarding performance, and optimizing internal coaching. Overall, HRM at Wahdah Islamiyah successfully integrates modern managerial professionalism with spiritual-ideological values.

Keywords: Implementation, Human Resources, Islamic Education Center Makassar.

Abstrak

Penelitian ini bertujuan menganalisis implementasi Manajemen Sumber Daya Manusia (MSDM) pada Dewan Pimpinan Daerah (DPD) Wahdah Islamiyah Makassar, berfokus pada perencanaan, pelaksanaan, pengawasan, dan kendala. Menggunakan pendekatan kualitatif deskriptif berperspektif manajemen pendidikan Islam, data dikumpulkan melalui triangulasi observasi, wawancara, dan dokumentasi bersama Ketua, Sekretaris, serta Staf Ahli DPD. Hasil penelitian menunjukkan perencanaan dan pelaksanaan MSDM berjalan sistematis. Rekrutmen berbasis analisis kebutuhan departemen berorientasi kader internal guna menjaga visi organisasi. Seleksi mempertimbangkan tsaqafah Islam, kemampuan Al-Qur'an, dan komitmen tarbiyah, sedangkan penempatan menerapkan prinsip the right man on the right place. Pengembangan kinerja dilakukan via pelatihan tematis, serta evaluasi berkala tiap enam bulan menggunakan sistem Key Performance Indicator (KPI). Pengawasan dilaksanakan secara struktural dan partisipatif. Hambatan utama mencakup keterbatasan anggaran, fluktuasi motivasi, dan minimnya tenaga profesional penuh waktu. Solusinya dilakukan melalui penguatan sistem perkaderan, apresiasi pengurus, dan optimalisasi pembinaan internal. Kesimpulannya, MSDM Wahdah Islamiyah mengintegrasikan profesionalisme manajerial modern dengan nilai spiritual-ideologis.

Kata Kunci: Implementasi, Sumber Daya Manusia, Pusat Pendidikan Islam Makassar.



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INTRODUCTION

In today's rapidly evolving industrial revolution, companies across various sectors are dynamically competing to deliver the best value to their customers. The increasingly fierce competitive landscape drives every organization to continuously emphasize its competitive advantage, ensuring that it remains relevant and able to survive amidst rapid change. In this context, an organization's organizational structure plays a crucial role, particularly in the management of human resources, which are at the core of the organization's sustainability and growth. Today, individuals within an organization or company's workforce are no longer merely considered operational assets, but also intellectual and strategic capital that plays a fundamental role in building competitive advantage. These human resources are the main pillars that support the organization's success in achieving its targets, vision, and mission.¹

Human Resource Management (HRM) plays a strategic role in improving individual and organizational performance. Organizations with a well-managed HRM system can optimize the potential of their members, enabling them to achieve their goals. Therefore, human resource management cannot be done haphazardly. An effective management strategy based on a comprehensive approach is required to increase employee engagement, motivation, and productivity. By paying adequate attention to the well-being and competency development of the workforce, organizations can ensure that each individual contributes optimally to achieving shared goals. An organization's success in achieving performance development depends on the effectiveness of its human resource management. In QS al-Nisā'/4:58, Allah says:

﴿ إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ ۚ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا ﴾

Translation:

Indeed, Allah commands you to convey the trust to its owner. When you establish laws between people, you must establish them fairly.²

Ibn Kathir interpreted this verse as encompassing all forms of trust, both public trusts such as leadership and private trusts such as finances and secrets. He emphasized that justice in law must be based on truth, not personal desires or the pressure of power.³ This verse teaches that effective

¹ Y. R. Amalia, "Penerapan Manajemen Sumber Daya Manusia Pada Kanwil Djkn Sulawesi Selatan, Tenggara Dan Barat Tahun 2023", *Jurnal Manajemen dan Akuntansi*, 2.1 (2024), 206-213.

² Lajnah Pentashihan Mushaf Al-Qur'an Kementerian Agama RI.

³ Nurul Aini dan Komarudin Sassi, "Reaktualisasi Nilai Amanah Dan Keadilan Dalam Hukum Islam: Kajian Tematik Qs. An-Nisa: 58 Dalam Perspektif Kontemporer", *Jurnal Pembelajaran Aktif*, 6.1 (2025), 494-510.

management must be based on trust, responsibility, and fairness, so that each individual can work optimally according to their role. Performance is measured based on a worker's abilities, skills, and attitudes when performing tasks. In a competency-based workforce, performance is defined as the achievement achieved by a worker when performing a task using the full capabilities and knowledge. Essentially, performance is the result of a person's work in the organizational unit in which they work.⁴

Law number 13 of 2003 regulates workforce planning and employment information, job training, workforce placement, expansion of employment opportunities, use of foreign workers, employment relations, protection, wages and welfare.⁵ This regulation serves as a crucial instrument that integrates various aspects of human resource management, from workforce planning and the availability of employment information to the procurement process through training and job placement. Furthermore, this law also provides legal protection through employment relationship regulations, wage standardization, guaranteed protection, and welfare improvements, to ensure a fair and productive work environment.

Performance standards need to be formulated to be used as a reference in making comparisons between what is achieved and what is expected, or performance quality is a form of behavior or activity that is carried out and is in accordance with expectations and needs or goals that are to be achieved effectively and efficiently.⁶

Law No. 17 of 2013 states that Community Organizations, hereinafter referred to as ormas, are organizations founded and formed by the community voluntarily based on shared aspirations, desires, needs, interests, activities, and goals to participate in development in order to achieve the goals of the Unitary State of the Republic of Indonesia based on Pancasila. Ormas can include certain characteristics that reflect the will and ideals of the ormas that do not conflict with Pancasila and the 1945 Constitution of the Republic of Indonesia. Ormas are voluntary, social, independent, non-profit, and democratic.⁷

Mass organizations aim to increase community participation and empowerment, provide services to the community, maintain religious values and belief in God Almighty, preserve and maintain norms, values, morals, ethics, and culture that live in society, preserve natural resources and the environment, develop social solidarity, mutual cooperation, and tolerance in community

⁴ Akhmad Fauzi dan Rusdi Hidayat, *Manajemen Kinerja* (Surabaya: Airlangga University Press, 2020), h. 5.

⁵ Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan. <<https://peraturan.bpk.go.id/Details/43013>>.

⁶ Baharuddin dan Rahmatia Zakaria, "Pengaruh Kecerdasan Spiritual terhadap Peningkatan Kinerja Guru di SMA Negeri 3 Takalar Kabupaten Takalar", *Jurnal Idaarah*, 2.1 (2018), 1-10.

⁷ Undang-Undang Nomor 17 Tahun 2013 tentang Ketenagakerjaan. <<https://peraturan.bpk.go.id/Details/38876/uu-no-17-tahun-2013>>.

life, maintain, preserve, and strengthen national unity and integrity, and realize the goals of the state.⁸

The Wahdah Islamiyah Makassar Regional Executive Board (DPD) is a local Islamic community organization focused on community development through various da'wah and educational programs. The Wahdah Islamiyah Makassar DPD is committed to maintaining and straightening people's faith by spreading Islamic teachings based on the Qur'an and Sunnah. In addition, the Wahdah Islamiyah Makassar DPD is involved in various social activities, including providing humanitarian aid, free health services, and educational programs with the aim of improving the quality of human resources in the community. Over time, the Wahdah Islamiyah Makassar DPD continues to grow, both in terms of its management structure and the number of its members. To date, the Wahdah Islamiyah Makassar DPD has around 80 active board members who play a role in implementing various organizational programs and activities. The Wahdah Islamiyah Makassar DPD continues to strive to expand the reach of its da'wah in order to realize a society that adheres to Islamic principles and has good morals.

RESEARCH METHODS

This research uses a qualitative approach with descriptive methods. Qualitative methodology is a research approach that focuses on an in-depth understanding of social phenomena, producing descriptive data in the form of written or oral narratives of the actions and experiences of subjects directly observed by the researcher.⁹ Qualitative descriptive is a research method that aims to describe in a complete and in-depth way the social reality and various phenomena that occur in the society that is the subject of the research so that the characteristics, character, nature and model of the phenomenon are described.¹⁰ This research is also based on the scientific approach of Islamic Educational Management (IEM). This approach is used because the study of human resource management in Islamic organizations emphasizes administrative work effectiveness and the dimensions of Islamic values in human resource management. The approach used in Islamic educational management is inseparable from the principles of Islamic teachings, which emphasize justice, balance, and the broader goal of life: happiness in this world and the hereafter.¹¹ Primary data was obtained directly from the original source, namely individuals through observations and

⁸ Undang-Undang Nomor 17 Tahun 2013 tentang Ketenagakerjaan. <<https://peraturan.bpk.go.id/Details/38876/uu-no-17-tahun-2013>>.

⁹ Sugiyono, *Metode Penelitian Kualitatif: untuk Penelitian yang Bersifat Eksploratif, Enterpretif, Interaktif dan Konstruktif*, ed. ketiga, cet. IV (Bandung: Alfabeta, 2021), h. 9-10.

¹⁰ Wina Sanjaya, *Penelitian Pendidikan: Jenis, Metode, Pendekatan, dan Prosedur* (Jakarta: Kencana, 2013), h. 47.

¹¹ Langgeng Sutopo, *Buku Ajar Manajemen Pendidikan Islam* (Indramayu: PT Adab Indonesia, 2025), h. 26.

interviews conducted by researchers at the DPD Wahdah Islamiyah Makassar office. The informants selected were those who were considered to have a deep understanding of the research focus, so that researchers could easily understand the object of study. In this context, the main informants were the Chairperson of the DPD Wahdah Islamiyah Makassar, the Secretary of the DPD Wahdah Islamiyah Makassar, and other members who were active in the management. Data collection techniques using triangulation, namely through observation, interviews and documentation.

RESULTS AND DISCUSSION

Recruitment planning, selection, placement, development and training, as well as work assessment implemented at the DPD Wahdah Islamiyah Makassar

1. Recruitment planning

a. Needs Analysis

The Chairman of the DPD Wahdah Islamiyah Makassar said:

The planning process begins with an analysis of human resource needs carried out by the head of each department, in order to identify positions or work areas that require filling or strengthening personnel.

The planning process begins with a human resource needs analysis conducted by the head of each department. This stage is a crucial first step in ensuring that each area has the number and quality of personnel that match its job requirements. Through this analysis, departments can specifically identify positions or units that require filling, adding, or strengthening personnel, whether due to vacancies or increased workloads. The human resource needs analysis is conducted by considering various aspects, such as actual workload, competencies required to achieve program targets, and performance results from the previous period. Department heads also review internal team dynamics, the effectiveness of task implementation, and the potential of available cadres within the organization. This approach helps ensure that identified needs are objective and aligned with actual conditions on the ground.

As Nathaniel explains in his book, recruitment is a strategic planning process in human resource management, which includes determining the number of workers needed, the timing of recruitment, and the criteria required to fill specific positions within an organization. This process aims to identify qualified candidates for optimal selection.¹²

¹² Nathaniel, Manajemen Sumber Daya Manusia (Ponorogo: Penerbit Uswais Inspirasi Indonesia, 2022), h. 163

This analysis also considers projected support staff needs in line with the organization's missionary direction and priorities. With this approach, the recruitment process is oriented toward meeting workforce needs and also aimed at strengthening an institutional culture that is characterized by loyalty and consistency with the missionary mission.

b. Mapping Process

The chairman of the DPD Wahdah Islamiyah Makassar said in an interview: *Needs mapping is carried out to identify the position and number of human resources required in various work areas, such as the cadre development department, education department, da'wah department, khidmatul Qur'an department, social health department, youth development department, branch affairs department, infokom (information and communication) department, LKPM (murabbi coordination and development agency), and sakinah family development agency.*

Needs mapping is a systematic step to identify the positions, qualifications, and number of human resources required in each work area. This process serves as the basis for more targeted and proportional HR management planning, ensuring each area can optimally carry out its programs and responsibilities. Through this mapping, organizations can assess the extent to which existing personnel meet actual needs and anticipate shortages or mismatches in workforce distribution.

In the context of the Wahdah Islamiyah Makassar DPD, needs mapping encompasses various strategic work areas that serve as the backbone of the organization's activities. These areas include the Cadre Development Department, Education Department, Da'wah Department, Qur'an Service Department, Social Health Department, Youth Development Department, Branch Affairs Department, Information and Communication Department, Murabbi Coordination and Development Institute (LKPM), and the Sakinah Family Development Institute. Each area has specific characteristics, program targets, and competencies that require different human resource planning according to field needs.

c. Recruitment Sources

The results of the interview with the Chairman of the DPD Wahdah Islamiyah Makassar, he said:

Recruitment sources are prioritized from within the organization, such as active cadres who have been trained through the tarbiyah halakah level and have a deep understanding of the principles of struggle.

Recruitment at the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) prioritizes internal recruitment. This policy is based on the consideration that internal cadres have undergone a continuous development process and have a deep understanding of the organization's culture. They have been nurtured in a tarbiyah system that instills ideological, spiritual, and moral values that align with the organization's principles of struggle. Therefore, internal cadres are deemed to possess mental readiness, a commitment to da'wah (Islamic outreach), and a strong loyalty to the institution's vision and mission. This approach is considered effective in maintaining a unified vision, strengthening loyalty, and affirming a work ethic based on sincerity and responsibility for da'wah.

The involvement of external personnel is carried out selectively, while still considering the alignment of values with the organization's culture. The selection process for external candidates is directed not only at assessing technical abilities but also their readiness to adapt to the principles and work ethics of da'wah that underpin the institution's operations. In this way, external recruitment remains within the institutional values, without neglecting the need for professionalism and innovation in specific areas.

By maintaining a balance between internal and external recruitment, organizations can ensure continuity of value, enhance institutional capacity, and expand their network of expertise without losing their identity and direction.

d. Coordination between the Secretary and the Heads of Departments

Based on the results of an interview with the secretary of the DPD Wahdah Islamiyah Makassar, he said:

This coordination is a crucial step in ensuring each work unit has a balanced personnel composition, reflecting capacity, competency, and the burden of responsibility they carry. The initial step is to identify real needs in the field through evaluations of program performance and the achievement of missionary targets. Communication with department heads is key in this process. Coordination is carried out in layers, starting with identifying needs at the work unit level and continuing through the development of final recommendations. The mapping results are then discussed in a coordination forum to obtain leadership approval and adjust the organization's strategic plan.

Throughout the entire process of mapping human resource needs, communication with department heads plays a vital role. He emphasized that the success of HR planning is determined by the accuracy of analysis and the quality of

effective and transparent cross-unit coordination. Each department is given the opportunity to convey its evaluation of workload, program challenges, and personnel needs that align with the characteristics of its tasks and responsibilities.

2. Selection Planning

Selection is the process of making a decision to accept or reject a job after considering applicants (candidates) for a job or position. The selection process involves identifying behavioral characteristics that are effective in carrying out the work of each position requiring labor as requirements and measuring the candidate's abilities based on these characteristics.¹³

The Secretary of the DPD Wahdah Islamiyah Makassar said:

In our selection process, we assess candidates' understanding of Islamic fundamentals, their ability to read and reflect on the Quran, and their commitment to the institution's missionary endeavors. Those we select typically have also been involved in tarbiyah circles for a long time, as this is part of the character-building process for cadres before they are officially accepted.

a. Assessment of Islamic knowledge

This test includes an assessment of the prospective member's understanding of the fundamentals of Islamic teachings, including faith, worship, and morals. The primary focus is on assessing the accuracy and depth of the candidate's knowledge of Islamic principles and their ability to apply them in their daily lives. This step is taken to ensure that prospective members also possess an ideological and spiritual foundation that aligns with the organization's vision and mission. Therefore, the Islamic tsaqafah test is a crucial part of the selection process, which focuses on developing cadres with integrity, knowledge, and a commitment to Islamic da'wah.

b. Ability to read the Quran

This aspect is considered crucial because the ability to read the Quran is seen as a reflection of the candidate's spiritual closeness and sincerity in understanding the Islamic values that underpin the organization's activities. Therefore, this test is part of an effort to ensure that each prospective member possesses adequate religious qualities and aligns with the Wahdah Islamiyah missionary orientation.

c. Following the Tarbiyah Halakah

Through participation in the tarbiyah circle, prospective members are assessed as having gained a basic understanding of da'wah, the values of struggle, and

¹³ Novia Ruth Silaen, dkk, Manajemen Sumber Daya Manusia (Bandung: Widina Bhakti Persada Bandung, 2021), h. 75.

organizational ethics within Wahdah Islamiyah. Thus, this requirement serves as an initial screening mechanism to ensure that accepted members conceptually understand the institution's vision and mission and have undergone a development process that fosters strong character and loyalty to da'wah.

3. Placement Planning

Tekkay et al. said in their journal that placement is the process of filling a position or reassigning an employee to a new task or position or a different position.¹⁴

Based on the results of an interview with the Chairman of the DPD Wahdah Islamiyah Makassar, he said:

Planning the placement of prospective members in the organizational environment is based on the principle "the right man on the right place." Namely, carrying out the process of mapping individual potential and competency as well as recommendations from the respective department heads, as well as an assessment of the track record of cadres in the field.

a. Mapping basis

Competence is a key indicator because it reflects an individual's ability to perform tasks effectively and professionally. Competence assessment is conducted through a selection process that involves observing technical skills. Field experience is also an important basis for determining an individual's position. Individuals with extensive experience in da'wah activities, leadership, or program management tend to be prioritized for positions requiring strategic responsibility. Experience is considered empirical capital that shapes maturity of thought, analytical acumen, and adaptability to the dynamics of organizational work.

b. Match between position and individual competencies

The placement assessment process goes beyond apparent competencies, such as educational background, organizational experience, or technical skills. Furthermore, the process also examines intrinsic dimensions, such as leadership potential, sincerity in charitable work, discipline, and spiritual readiness to serve. These values are key considerations because organizations assess an individual's success not solely on their work performance; their sincerity and consistency in contributing to the cause of da'wah are far more important.

¹⁴ A.E. Tekkay, O.S. Nelwan, M.H.Ch. Pandowo, "Pengaruh Rekrutmen, Seleksi, dan Penempatan Karyawan Terhadap Kinerja Karyawan pada PT. Brawijaya Group Indonesia", Jurnal EMBA, 10.1 (2022), 1315-1325.

4. Development Planning and Training

Training programs focus on teaching members of the organization (HR personnel) how to perform tasks and helping them acquire the knowledge and skills necessary for effective performance.¹⁵ Meanwhile, development focuses on improving the knowledge and skills of organizational members to prepare them for new responsibilities and challenges. The primary goal of training and development activities is to address deficiencies in human resource performance caused by limited task capabilities, while striving to develop them into a more productive workforce.¹⁶

Based on the results of an interview with the Chairman of the DPD Wahdah Islamiyah Makassar, regarding development and training planning, he said:

The development and training planning at the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) is aimed at continuously improving the capacity of its members. This effort is carried out so that each prospective member can continuously develop their competencies and qualities according to the organization's needs. This development planning is based on the results of member performance evaluations. The Wahdah Islamiyah Makassar DPD has training programs such as da'i and murabbi training, murabbi coaching, TOT (Training of Persons with Disabilities), leadership training, management training, and so on.

This training plan is structured within the framework of a member competency map, which serves as a guide for long-term individual development. The ultimate goal is to develop professionally superior board members with moral and spiritual integrity in line with the institution's mission of preaching.

The Wahdah Islamiyah Makassar Regional Leadership Council (DPD) emphasizes that cadre development is a formal training program that is structured and systematic, tiered, and structured. This development plan is based on the results of member performance evaluations and competency needs analysis in each field. Through this approach, the training process is tailored to the ability level, field of work, and individual potential of each member. The Wahdah Islamiyah Makassar Regional Leadership Council (DPD) offers various training programs, including Da'i and Murabbi Training, Murabbi Coaching, Training of Trainers (TOT), Leadership Training, and Management Training. Each activity has a different yet complementary development focus.

¹⁵ Furtasan Ali Yusuf dan Budi Ilham Maliki, *Manajemen Sumber Daya Manusia (Suatu Pendekatan Fungsional Teoretis dan Aplikatif)* (Jakarta: Rajawali Pers, 2023).

¹⁶ I. Yuliani, *Manajemen Sumber Daya Manusia, Edisi 1* (Jakarta: Rajawali Pers, 2023).

5. Job Assessment Planning

Suryani states in her book that performance evaluation is the process of assessing the quality, capabilities, and progress of an employee's work, as well as analyzing their performance over a specific period. Performance evaluation is systematic and provides insight into determining the value or standards of work within an organization, which are used in making decisions regarding future human resource development.¹⁷

Based on the results of an interview with the Chairman of the DPD Wahdah Islamiyah Makassar regarding development and training planning, he said:

The work assessment planning at the DPD Wahdah Islamiyah Makassar is designed with an evaluative approach. The planned assessment system is a performance aspect (key performance indicator). The results of this assessment become a measuring tool for improving the quality of human resources, with different assessment indicators for ordinary board members, Department Heads, and the Department itself. Board members are assessed based on their participation in da'wah activities, the quality of task implementation, and the intensity of attendance at departmental meetings. Meanwhile, department heads are assessed based on leadership aspects, managerial abilities, effectiveness in achieving predetermined program targets, and active participation in core board meetings (leadership) within the DPD Wahdah Islamiyah Makassar. As for the department level as a whole, the assessment focuses on institutional performance, including program success and the efficiency of resource use.

Performance assessments are conducted in stages, taking into account differences in indicators between regular administrators, department heads, and the units or departments themselves. For regular members or administrators, assessments focus on discipline, participation in da'wah activities, quality of task execution, and frequency of participation in departmental meetings. Meanwhile, for department heads, assessments are expanded to include leadership, managerial skills, effectiveness in achieving established program targets, and active participation in core administrator (leadership) meetings within the Wahdah Islamiyah Makassar DPD. At the department level as a whole, assessments focus on institutional performance, including program success and efficient use of resources.

Each assessment result is used to map cadre potential, identify weaknesses, and design more targeted development strategies. The organization analyzes these evaluation results so that they are not limited to numbers or categories but translated into concrete

¹⁷ Ni Kadek Suryani, *Kinerja Sumber Daya Manusia: Teori, Aplikasi dan Penelitian* (Bandung: Nilacakra Publisher, 2020), h. 3.

recommendations that can be implemented in the development of board members. Through this process, the organization can identify potential board members to prepare for strategic positions, while also providing specialized training to those who still need competency improvement.

Implementation of recruitment, selection, placement, development and training, as well as work assessment applied at the DPD Wahdah Islamiyah Makassar

1. Implementation of recruitment

Based on the results of an interview with the Expert Staff of the Makassar Wahdah Islamiyah DPD, he said:

Here, recruitment is proceeding according to plan. Before opening recruitment, we first assess which departments need additional staff. The department heads conduct the analysis. After that, we call several prospective members to the DPD office for interviews. We then align the interview results with the previously formulated needs. Usually, those who apply are insiders, our own cadres who understand the direction of Wahdah's da'wah. So, it's just a matter of adjusting who is most suitable for the position.

Recruitment at the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) is conducted in a focused, planned, and needs-based manner. Each stage follows a pattern established in the previous planning process, demonstrating effective coordination between planning and implementation. Recruitment at the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) is conducted based on a carefully prepared plan. Each stage of the recruitment process is tailored to the needs of the institution's da'wah program and administration, identified through needs analysis by the respective department heads. The implementation phase begins with prospective members being invited to the Wahdah Islamiyah Makassar DPD office for interviews. This process serves as an important tool for gaining a deeper understanding of the candidates' potential, motivation, and suitability for the organization's needs. Interviews are conducted directly by the DPD Secretary and Department Head, along with representatives from relevant departments, to ensure comprehensive and objective results. Through open dialogue, the team assesses the extent to which prospective members understand da'wah values, are committed to Wahdah Islamiyah's vision, and demonstrate a readiness to actively contribute to the institution's programs.

After the interview process is complete, the results are analyzed and adjusted according to the previously formulated needs assessment. This analysis includes matching the candidate's competencies to the available work areas, taking into account technical

skills, experience, and potential for future development. This approach demonstrates that recruitment is not solely focused on meeting short-term needs but also on the continuity of cadre development and the organization's long-term effectiveness. All prospective members recruited in this phase are internal Wahdah Islamiyah cadres. This is a distinctive characteristic of the institution's recruitment system, where priority is given to individuals who have a fundamental understanding of the direction of the da'wah struggle, ideological values, and the organization's work culture. This allows for faster adaptation and integration, as prospective members share a shared vision and fighting spirit in carrying out the da'wah mandate.

2. Implementation of Selection

The Secretary of the DPD Wahdah Islamiyah Makassar said in an interview:

Selection at Wahdah Islamiyah is not conducted haphazardly, but strictly follows established procedures. Typically, prospective members undergo several stages. First, their understanding of Islamic teachings is tested to determine their grasp of the fundamentals of Islam. Second, their ability to read and understand the Quran is tested. Finally, we ensure that the candidate has actively participated in the Islamic outreach program. From there, we can assess whether they are ready to be part of the institution's missionary movement.

The selection process begins with the Islamic Tsaqafah (Islamic Inquiry) test, which assesses candidates' understanding of the fundamentals of Islamic teachings, creed, da'wah methodology, and contemporary Islamic perspectives. This test is crucial because it demonstrates the candidate's depth of knowledge in understanding the principles underlying the Wahdah Islamiyah da'wah movement. Through this test, the selection team can assess the extent to which prospective board members understand Islam as both a ritual teaching and a comprehensive system of life.

Furthermore, prospective members are also tested on their ability to read and understand the Quran. This test assesses not only technical aspects such as tajwid (recitation) or fluency, but also assesses the candidate's ability to internalize the Quranic verses and implement them in their daily lives. This ability is considered a reflection of the prospective member's spiritual closeness to the primary source of Islamic values and is an important indicator of their readiness to become part of a missionary movement focused on developing the community.

3. Implementation of Placement

Based on the results of an interview with the Chairman of the DPD Wahdah Islamiyah Makassar, he said:

The placement is carried out by considering the selection results and recommendations from the department head, then the department head together with the secretary of the DPD Wahdah Islamiyah Makassar determines the appropriate position for new members according to core competencies.

The placement process begins with a review of the results of previous selection processes. The selection data serves as the primary basis for identifying the strengths, weaknesses, and competency tendencies of each prospective member. These results are then combined with recommendations from department leaders, who have a deeper understanding of the actual needs of their respective work units.

Following an internal analysis and consultation process, department leaders and the secretary of the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) held further discussions to determine the most appropriate positions for new members. This approach reflects the view that placement is part of a strategy to develop board members, ensuring they grow in an environment that aligns with their talents and personal strengths.

4. Implementation of Development and Training

The Expert Staff of the Makassar Wahdah Islamiyah DPD said in an interview:

Here, the training is varied, tailored to the needs of members at each level. Some participate in Da'i and Murabbi training, Murabbi coaching, TOT, Leadership training, and even Management training. Each training has a different focus, but the essence is all to prepare board members to preach and lead their mandate. So it's not just about participating in activities, but truly upgrading yourself to become more mature in the path of preaching.

The development and training implementation at the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) is systematic and based on the needs of its members. All speakers emphasized the importance of a thematic and tiered training approach tailored to the capacity of each member of the organization.

The Da'i and Murabbi Training Program is designed to equip members with effective da'wah skills, public communication techniques, and a deep understanding of the Islamic Education and Training (Wadah Islamiyah) concept. Through this program, participants are trained to become conveyors of the message of Islam and community leaders who understand social dynamics and are able to guide the community with wisdom.

Meanwhile, Murabbi Coaching serves as a platform for further development for halaqah leaders. This program emphasizes improving mentoring skills, halaqah management, and developing spiritual leadership. Thus, the murabbis, in addition to

serving as instructors, also serve as role models in fostering the spiritual and moral well-being of lower-level administrators.

Furthermore, the implementation of Training of Trainers (TOT) is a strategic step in developing internal trainers and facilitators capable of imparting knowledge and experience to other members. TOT is aimed at strengthening the organization's independence in the training sector, allowing the cadre development process to proceed in a hierarchical and independent manner across all levels.

The Leadership and Management Training for Board Members serves to develop effective managerial, organizational, and strategic leadership skills. Through this training, board members are equipped with skills in program planning, decision-making, human resource management, and organizational communication. This is crucial given the board's role as implementers, drivers, and policy makers at the structural level.

5. Implementation of Work Assessment

The performance assessment implemented at the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) utilizes a Key Performance Indicator (KPI) system as the primary instrument for measuring the performance and effectiveness of administrators at various levels. This system is designed to provide an objective overview of program achievement, work productivity, and the administrators' consistency in carrying out the organization's mandate. By implementing KPIs, the Wahdah Islamiyah Makassar DPD strives to provide a measurable, transparent, and human resource-oriented evaluation model.

Performance assessments are conducted periodically every six months during the management term, allowing the results to serve as a basis for reflection and ongoing improvement. Following the completion of the assessment process, performance results are officially announced at the Management Plenary Meeting, which serves as a joint forum for evaluating achievements, discussing challenges, and developing strategic steps for improvement. Through this mechanism, the institution strives to foster a culture of transparency, accountability, and openness in its human resource management system.

The KPI system implemented distinguishes three assessment focus segments: regular board members, department heads, and the department as a whole. For regular board members, assessment focuses on aspects of task implementation, attendance at activities, and contributions to department meetings. For department heads, assessment indicators are expanded to include leadership skills, managerial skills, effectiveness in achieving established program targets, and active participation in core board meetings (leadership) of the Wahdah Islamiyah Makassar DPD. Meanwhile, at the department level,

assessment is directed at institutional performance, work program success, and efficient use of resources.

Forms of HR Supervision

Supervision at the DPD Wahdah Islamiyah Makassar is carried out as an effort to ensure that all implementation of organizational tasks and programs runs in accordance with the established standards, values, and objectives of da'wah.

Supervision, as a managerial function, is the final stage carried out by managers in an organization. The supervisory function is a manager's activity in evaluating and controlling the implementation of activities to ensure the achievement of predetermined goals. Therefore, supervision aims to correct various errors, deviations, misappropriations, and other activities that do not align with the initial plan.¹⁸

1. Structural Supervision

The implementation of supervision at the DPD Wahdah Islamiyah Makassar is implemented through a structural mechanism so that all management activities can be monitored effectively and in line with the direction of organizational policy.

The Secretary of the DPD Wahdah Islamiyah Makassar said in an interview:

The oversight system at the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) operates hierarchically. Each department head directly monitors the administrators under their responsibility, ensuring that each mandate is carried out according to targets and plans. Afterward, evaluation and oversight continue at the core leadership level, where the DPD Chair and Secretary, myself, directly monitor the performance of the department heads. This process typically takes place in a weekly leadership deliberation forum, which serves as a space for joint control, coordination, and coaching..

At the first level, department heads provide direct supervision of the management members under their coordination. Department heads are responsible for monitoring the implementation of each member's work mandate, ensuring that each program runs according to plan, and providing direction and solutions if any obstacles are encountered in the field. This supervision is generally conducted through weekly reports, internal department meetings, and daily communications that provide personal coaching. This approach ensures discipline and accountability at all levels of implementation.

¹⁸ Al Fadjar Ansory dan Meithiana Indrasari, Manajemen Sumber Daya Manusia, (Sidoarjo: Indomedia Pustaka, 2018).

Furthermore, at a higher level, supervision of department heads is carried out directly by the Chairperson of the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) and the Secretary of the Wahdah Islamiyah Makassar DPD. Supervision is carried out through the Wahdah Islamiyah Makassar DPD Leadership Deliberation Forum, which is held regularly every week. This forum serves as a strategic coordination space and a platform for inter-departmental performance evaluation. In this forum, department heads report on program developments, target achievements, and obstacles encountered, which are then discussed together and followed up with policy directives from the DPD leadership.

2. Participatory Supervision

Forums such as weekly evaluation meetings, program achievement reports, and departmental meetings provide open dialogue for all board members. Within these forums, each individual is given an equal opportunity to express their views, offer constructive criticism, provide feedback on program implementation, and collectively discuss various challenges and alternative solutions. This process strengthens coordination between work units and fosters a sense of belonging to the organization's responsibilities.

3. Evaluative Supervision

The Wahdah Islamiyah Makassar Regional Leadership Council (DPD) also implements an evaluative monitoring mechanism, which is conducted periodically every six months during the leadership period. This evaluation is a crucial moment in the organization's management cycle, as it serves as a means to comprehensively assess the extent to which programs, individual performance, and department effectiveness are aligned with the institution's strategic da'wah targets and direction.

The evaluation process is conducted using a transparent, objective, and accountable approach. Each board member is assessed based on their performance achievements, responsibility for their assigned responsibilities, and their contribution to the implementation of their respective department's work programs. These assessments are then compiled by Expert Staff, taking into account indicators previously established in the organization's Key Performance Indicators (KPIs).

The culmination of this evaluation process was the Plenary Meeting of the Wahdah Islamiyah Makassar DPD, which served as the official forum for publicly publishing the performance results of the board members. The forum presented the achievements and challenges of each department.

Obstacles to implementing HRD at the Wahdah Islamiyah Makassar DPD

1. Limited Professional Human Resources

The majority of the board members of the Wahdah Islamiyah Makassar Regional Leadership Council (DPD) work as volunteers, not as full-time professionals. This reflects a strong sense of dedication to da'wah (Islamic outreach), but it also presents challenges in managing the organization. Due to its voluntary nature, the time administrators can devote to administrative tasks and institutional programs is limited, especially for those who are also busy with work, education, and family responsibilities.

These time constraints often result in delays in completing administrative tasks, reporting on activities, and interdepartmental coordination. Strategic activities requiring physical presence, detailed planning, or prompt follow-up are sometimes delayed because management members cannot always be present at the same time. This situation requires institutions to establish more flexible and adaptive work systems, without compromising the quality of program implementation.

2. Fluctuating Motivation and Commitment

These ideological and spiritual motivations are dynamic and do not always remain at the same level. Changing personal circumstances, work pressures outside the organization, and the dual responsibility of professional, family, and religious duties often impact the consistency of work ethic. This situation can lead to emotional and spiritual exhaustion, which can lead to decreased attendance, discipline, or focus on organizational tasks.

This situation presents a unique challenge for volunteer-based organizations like the Wahdah Islamiyah Makassar Regional Leadership Council (DPD). While its system relies on individual sincerity and awareness, the demands of its da'wah and administrative programs require high levels of professionalism and consistency. The tension between these two aspects—the spirit of da'wah and the workload—often creates a gap between idealism and reality on the ground.

This gap is not merely a weakness, but can also serve as a space for reflection and organizational learning. Through its experience of navigating the tension between values and professional demands, the Wahdah Islamiyah Makassar Regional Executive Board (DPD) strives to build a more balanced work pattern by integrating a sincere da'wah ethos with a professionally grounded management system. Thus, this challenge becomes a source of institutional evolution, encouraging the organization to continually seek human resource management strategies that maintain a balance between devotion and work effectiveness.

CONCLUSION

This study demonstrates that human resource management at the Makassar Regional Board of Wahdah Islamiyah is implemented through an integrated cycle encompassing recruitment planning, selection, placement, development and training, performance assessment, and supervision. These processes are not solely directed toward fulfilling organizational staffing requirements but are also designed to maintain alignment between individual competencies, institutional needs, and the organization's da'wah orientation. Human resource management therefore functions as both an administrative mechanism and a strategic process for maintaining organizational continuity.

Recruitment and selection are characterized by a strong preference for internal cadres who have undergone *tarbiyah halaqah* and possess familiarity with the organization's vision, values, and culture. Selection combines professional considerations with religious competencies, including knowledge of Islamic fundamentals, Qur'anic reading ability, commitment to da'wah, and organizational loyalty. Placement subsequently applies the principle of *the right man on the right place* by considering individual competencies, experience, leadership potential, sincerity, discipline, and recommendations from departmental leaders. This approach indicates that organizational suitability is defined through the integration of technical competence and value compatibility.

The development and training system further strengthens this integrative orientation. Programs such as Da'i and Murabbi Training, Murabbi Coaching, Training of Trainers, Leadership Training, and Management Training are organized according to competency needs and organizational responsibilities. These programs demonstrate that human resource development is intended not only to improve technical performance but also to strengthen spiritual maturity, leadership capacity, and readiness to carry out institutional responsibilities. Performance evaluation through *Key Performance Indicators* complements this process by providing differentiated indicators for regular administrators, department heads, and organizational units.

Supervision is conducted through structural, participatory, and evaluative mechanisms. Hierarchical monitoring allows department heads, the chairperson, and the secretary to oversee program implementation and individual performance, while weekly deliberation forums and departmental meetings create opportunities for dialogue, feedback, and collective problem solving. Periodic six-month evaluations provide a formal mechanism for assessing individual and institutional performance. This combination reflects an organizational control system that seeks to integrate accountability, transparency, participation, and continuous improvement within the framework of Islamic organizational values.

Overall, the findings indicate that the distinctiveness of human resource management at the Makassar Regional Board of Wahdah Islamiyah lies in the integration of professional management practices with spiritual and da'wah-oriented values. However, the system continues to face challenges arising from the limited availability of professional personnel, dependence on volunteer administrators, time constraints, and fluctuating motivation and commitment. These conditions demonstrate the need for more adaptive workload arrangements, sustainable motivation mechanisms, competency development, and stronger institutional support. Future studies may compare similar Islamic organizations or employ quantitative and mixed-method approaches to examine the relationship between value-based HR management, organizational commitment, volunteer performance, and institutional effectiveness.

Research Novelty

The novelty of this study lies in conceptualizing human resource management within an Islamic da'wah organization as an integrated system that combines conventional managerial functions with value-based cadre development. Recruitment, selection, placement, training, performance evaluation, and supervision are not treated merely as technical administrative processes but are simultaneously linked to religious commitment, organizational loyalty, spiritual readiness, and da'wah responsibility. This perspective expands conventional human resource management analysis by demonstrating how Islamic organizational values operate within practical managerial mechanisms.

A further contribution is the identification of an HR management pattern in which internal cadre formation serves as a strategic source of organizational sustainability. The prioritization of cadres who have undergone *tarbiyah halaqah*, combined with assessments of Islamic knowledge, Qur'anic competence, professional ability, and organizational commitment, illustrates a distinctive form of value-based recruitment and selection. The study therefore shows that competency fit in faith-based organizations involves not only person–job fit but also person–organization and person–value fit, which together influence adaptation, loyalty, and continuity of institutional identity.

The study also reveals a distinctive tension between da'wah commitment and professional organizational demands. Wahdah Islamiyah relies substantially on voluntary service and spiritual motivation, yet its programs simultaneously require discipline, managerial competence, measurable performance, and consistent administrative engagement. By identifying this tension, the study contributes a contextual framework for understanding human resource management in volunteer-based religious organizations, where organizational effectiveness depends on the ability to balance sincerity and service orientation with professional standards and measurable accountability.

Research Implications

Theoretically, the findings imply that human resource management in Islamic organizations should be understood through an integrative framework combining managerial competence and Islamic ethical values. Concepts such as *amanah*, justice, sincerity, responsibility, and commitment to da'wah can function as organizational resources when incorporated systematically into recruitment, placement, development, evaluation, and supervision. This perspective provides a basis for expanding Islamic Educational Management studies beyond formal educational institutions toward community and da'wah organizations as important sites of value-based human resource governance.

Managerially, the findings suggest that DPD Wahdah Islamiyah Makassar should maintain its cadre-based recruitment model while strengthening competency mapping, professional development, workload management, and performance feedback. The existing KPI system can be further developed by balancing quantitative program indicators with qualitative measures of teamwork, leadership, service quality, innovation, and organizational commitment. Training programs should also be aligned continuously with the results of performance evaluations so that development activities respond directly to competency gaps rather than functioning merely as routine organizational programs.

Institutionally, the reliance on volunteer administrators requires more adaptive human resource policies. Flexible work arrangements, clearer role distribution, systematic succession planning, recognition mechanisms, and continuous spiritual and motivational development may help reduce the impact of limited time and fluctuating commitment. The organization should therefore preserve the ethos of sincerity and da'wah while simultaneously strengthening professional governance, documentation, digital coordination, and accountability mechanisms. Such integration can support organizational sustainability without transforming volunteer commitment into an excessive workload that potentially weakens long-term participation.

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