

Human Resource Planning at Baitul Maal Wat Tamwil

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ABSTRACT

Human resource planning is the process of analyzing and identifying needs and availability to achieve goals. In Human Resource planning there are 2 components, namely needs and availability. Need is determining the number, skills, and location of employees who will be needed in the future to achieve organizational or company goals, while availability is determining whether the company will be safe if it is controlled by employees with the required expertise. Human Resource Planning in general is systematic planning to estimate employee needs and the availability of human resources in the future both in terms of quantity, type and quality to achieve common goals. The objectives of human resource planning are organizational, functional, social, personal goals. Actions that minimize the negative impact on the organization. If an organization fails to use its resources to generate societal benefits it can create obstacles. Personal goals designed to help employees achieve their goals, Minimum goals that increase individual contribution towards the organization, while the personal goals of employees should be consider whether employees should be retained, retired, or motivated. If personal goals are not accomplished, the employee's performance and happiness may suffer and they may quit the business.

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INTRODUCTION

To achieve goals, organizations need effective and efficient human resource planning. According to Riva'i "without the support of employees or employees who are suitable both in terms of quantitative, and qualitative, strategy and operations, therefore the organization or company will not be able to maintain its existence, develop and advance in the future". So, management action is needed to further ensure that the organization has the right workforce for various positions, functions according to its needs.

Human resource planning is a management process to determine the flow of human resources into an organization from desired positions in the future, while human resources is a set of processes and activities carried out jointly by human resource managers and line managers to solve problems related to people in an organization. Therefore, human resource planning must adapt to certain strategies in order to achieve the main goal of increasing organizational effectiveness.

Every organization has 2 scales including large and small, people are an important element of course the organization can be carried out efficiently and effectively to achieve organizational goals. Basically, the failure or success in an organization to achieve its goals actually depends on the managers of the organization. Humans or employees are usually

called human resources in an organization. Developing and optimizing capabilities requires management performance to manage them. The organizational department that manages human resources is called HRD. Human Resource Management is a process of planning, organizing, directing and controlling the activities of buying, developing, compensating, integrating, maintaining, in order to achieve various personal, organizational and community goals (according to Edwin Flippo). In human resource management activities, HR planning (workforce planning) is one of the first things that is usually done by company parties aimed at developing better human resource management.

Human resource planning covers very detailed and technical matters related to employees. For example, the number of employees, employee characteristics and needs. Every business looks forward to access barriers and access to develop human resources, if necessary, there will be an impact about investing and owning assets if managed by low quality Human Resources, not competitive when conducting business activities. The problem of human resource planning is not only about the method of procuring human resources capable of working effectively and efficiently, always maintaining productivity and quality is necessary, but also includes how to overcome these problems, maintain and develop human resources so that they can continue to contribute to the best efforts to achieve organizational or company goals. Therefore, it is hoped that the company can implement the plan.

RESEARCH METHODS

This research uses qualitative research methods and literature studies. This type of research is a series of activities with the method of collecting references or theoretical foundations from books and journals. Literature studies and interviews can be done by collecting some references and interviews from informants consisting of several previous studies by reviewing several journals and interviewing someone to find out how human resource planning is implemented. The informant in this study is brother Agung with who works in customer service. The results of the leatherative research process and literature are used to review several things regarding human resource planning in the BMT Amanah Ummah case study and how human resource planning is implemented.

RESULTS AND DISCUSSION

Planning is an activity of looking at the future in terms of determining policies, priorities, costs, and activities by considering existing realities. In human resource planning, there is a very prominent issue, namely preparing a concept of decisions to be implemented. In other words, "human resource planning is the process of selecting a number of activities to be determined as a decision about a job to be done, when, how, and who will do it".

According to Nurul Ulfatin and Teguh Triwiyanto "Human resource planning or abbreviated as PSDM is the first and main function of human resource management". Human resource planning is processed by planners and the result is a plan. In the plan, goals and guidelines for implementation are set and become the basis for control, without a control plan cannot be carried out and without control, the implementation of a good or wrong plan cannot be known. (Hasibuan, 2011: 248).

According to Andrew F. Sikula, human resource planning can be said to be the core of human resource management activities because human resource planning helps reduce uncertainty that allows decision makers to use limited human resources. Planning activities require more of a continuous intellectual process in analyzing, formulating and weighing, and making decisions that are taken systematically. Planning always takes into account problems, needs, situations and circumstances and takes into account other factors of comprehensive development planning. Human resource planning contains information about positions and their specifications. Planning can be short-term, medium-term and long-term. Short-term planning is generally made for a period of one year and is carried out to fill basic positions which, if not filled immediately, will stop providing public services in certain fields. Medium-term planning is intended to fill vacant positions for a period of two to five years. This planning is done to balance the needs and internal availability based on the results of the workload analysis. Meanwhile, long-term planning is carried out to obtain human resources who have the potential ability to be developed in overcoming future challenges (Ulfatin and Triwiyanto, 2016: 29).

According to Mathis and Jackson "HR planning is a process of analyzing and identifying the needs and availability of HR to achieve goals". In HR planning there are 2 components, namely needs and availability. Needs are determining the number, skills, and location of employees who will be needed in the future to achieve organizational or company goals, while availability is determining whether the company will be safe if controlled by employees with the required expertise. Human Resource Planning in general is systematic planning to estimate employee needs and the availability of human resources in the future both in terms of quantity, type and quality to achieve common goals.

The purpose of human resource management includes four objectives, namely: Organizational objectives Designed to be able to recognize the existence of workforce resource management (HRM) helps achieve organizing effectiveness. Although officially a resource department, however, humans were created to be able to assist managers Therefore, managers remain responsible for staff performance. HR Help Managers handle matters related to resources Organizing human resources. Functional objectives are designed to maintain sector contributions at a level that matches the needs of the organization. Human resources become worthless if not managed properly. Social objectives aim to respond from an ethical and social perspective to the needs and challenges of society. Actions that minimize the negative impact on the organization. If an organization fails to use its resources to generate societal benefits it can create barriers. Personal goals designed to help employees achieve their goals, minimum goals that increase individual contribution towards the organization, while the employee's personal goals should be consider whether the employee should be retained, retired, or motivated. If personal goals are not achieved, consider that the employee's performance and satisfaction may decrease and may leave the organization.

Human Resource Planning process in the human resource planning process, there are important parts that need to be considered in organizing the plan divided into

three, among others: Demand: Human resource managers must have the ability to estimate the human resource requirements needed in the organization. This information is obtained from each work unit which is linked to the company's strategic plan. Utilization (exploitation): Human resource planning must take into account the utilization of existing resources because inefficient use leads to waste of costs of the company's capabilities in the face of competition. Supply: Things to consider when planning for resources that exist within the organization as well as outside the organization. The abundant availability of human resources can be utilized in order to obtain a high-quality workforce.

The majority of Indonesia's population embraces Islam. Therefore, the need for a sharia institution which teaches about the teachings of Islam and must not conflict with Islam. In the development of sharia, a sharia department was established at UMS to concentrate on the discipline of Islamic banking. This is against the backdrop of limited human resources who still do not understand and understand Islamic banking practices. On the other hand, the enthusiasm of the community to mingle in sharia is increasingly widespread, especially in the banking world. To realize this idea, Baitul Maal Wat Tamwil (BMT) was formed which was later named BMT UMS. In its development BMT UMS is supported by the rectorate, deans in the UMS environment and community leaders. Along with its development BMT UMS then changed its name to BMT Amanah Ummah. On October 5, 1999 BMT Amanah Ummah was officially established which was inaugurated by Mr. Firman Sofyan Director of Bank Muamalat Indonesia (BMI) Semarang Branch. Also inaugurated at the event Mr. Drs. H. Dochak Latief Rector of the University of Muhammadiyah Surakarta accompanied by Mr. Drs. Waston, M.Hum Dean of the Faculty of Islamic Religion UMS who also served as (thirty- two million five hundred thousand rupiah) as initial capital. Capital that is large enough for the size of the establishment of a BMT is expected to carry out the mission and vision of BMT in the alleviation and defense of the poor. Thus, that BMT Amanah Ummah does not develop to the extent of scientific discourse alone but how BMT really feels the benefits in improving the quality of life of the surrounding community, especially the defense of micro-entrepreneurs. BMT Amanah Ummah is an autonomous institution that manages its own household and cooperative legal entity and becomes a laboratory for Sharia financial institutions, especially for the Faculty of Islam. Very close ties BMT Amanah Ummah with UMS cause BMT Amanah Ummah better known as BMT UMS. Currently BMT Amanah Ummah has the status of a cooperative legal entity based on the Decree of the Minister of Cooperatives, Small and Medium Entrepreneurs of the Republic of Indonesia with Deed of Establishment number 195/BH/KDK.11.27/XI/1999, Deed of Amendment number 01/PAD/KDK.11/V/2007, and Company Registration Certificate (TDP) number 113525200208.

List of questions sked by interviewees "What is the legal basis for HR planning"? BMT uses the legal basis No. 16/Per.M.KUKM/XI/2015 published the existence of DPS more as a complement to the organization alone. DPS is not infrequently used only as a symbol that in the BMT there is a religious expert figure who oversees.

Based on the Decree of the Minister of Cooperatives, Small and Medium Enterprises of the Republic of Indonesia number 195/BH/KDK.11.27/XI/1999 concerning the ratification of the Deed of Establishment of BMT Amanah Ummah which has the status of a cooperative legal entity, it can be seen that the deed of establishment only regulates the Meeting of Members, Supervisors and Management, while the DPS has not been regulated therein.

From the question above it can be concluded that: In the legal basis of HR planning, it is included in the Directional Planning Function which has been explained in the discussion that the things that need to be planned in HR development are company regulations and sanctions for violations, delegating authority, both decentralized and centralized authority. If there is a violation in a company, sanctions will be imposed for violations committed in accordance with the company regulations that have been determined.

What are the considerations in HR planning? The first is Employee Qualifications that recruited employees have qualifications and expertise that are in accordance with the position and responsibilities. Secondly, Employee Development by creating a clear and sustainable employee development plan. This includes training, educational opportunities, and skills development needed for employees to grow together with BMT. The third, Leadership how to build a strong leadership team that can bring BMT towards the goal. Fourth, Employee Policies create clear and transparent employee policies, including matters such as compensation, work schedules, and ethics.

From the questions above, it can be concluded that in HR planning considerations it has been explained in the discussion that HR planning considerations are included in the Organizational Objectives. The purpose of the Organization is to achieve common goals. HR planning considerations are also included in Organizational Planning as a forum for people to work together, so an organization must be integrated, coordinated, effective, and harmonious, therefore it needs to be planned. Things that need to be considered in Organizational Planning include staff relations and responsible leaders in the organization, job descriptions of each position, organizational structure and number of departments, the scope of control of each department is appropriate. The combination of these four considerations helps organizations manage their people efficiently and effectively, which can support long- term growth and success.

What are the qualifications in HR planning? First Education, most BMTs expect to have a relevant educational background. Second Work Experience, Work experience in HR management. Third Knowledge of Sharia, Because BMT operates based on the principles of sharia finance. Fourth, Education, most BMTs expect to have a relevant educational background. Fifth, Work Experience, Work experience in HR management. Sixth, Knowledge of Sharia, because BMT operates based on sharia financial principles. Seventh Communication Skills, Good communication skills are essential in the role of HR planning. Eighth Can analyze and Planning, ability in data, strategy analysis, and HR development policies. Ninth Can obey the laws that apply

in BMT: Understanding and complying with applicable labor and Islamic finance regulations is essential in this role. Tenth Have Professional Ethics: The qualities of integrity and professional ethics are highly valued in HR management, especially in an Islamic finance environment.

From the questions above, it can be concluded that the consideration of HR planning is included in the Procurement Plan Function. The HR Procurement Plan is planned reasonably and correctly so that the quality and quantity of HR can meet the needs of the Community. Things that need to be considered include determining the quantity and quality of HR required in HR management, sources and methods of attracting employees, the basis for selecting a system of methods and levels, qualifications and selection procedures that must be carried out. With these qualifications, an HR planner will be able to more effectively manage HR in a company.

Who is involved in HR planning? Human resource (HR) planning at BMT Aum involves several parties such as the Supervisory Board, Board of Directors or Executive Management, HR or Personnel Team, and Baitul Mal Tamwil employees. From the question above, it can be concluded that those involved in HR planning are all members of the organization. So the HR planning above is included in the Organizational Planning Function because organizational planning is a forum for people who work together, so an organization must be integrated, coordinated, effective and harmonious, so it needs to be planned in HR. Things that need to be planned include: the relationship between staff and leaders is responsible in the organization, each position is given their respective duties, the control scope of each department is appropriate. Therefore, HR planning involves several parties in the organization to ensure effective and efficient HR management.

What criteria are desired, S1 or special institutions? The criteria for graduates desired by Baitul Mal Tamwil here are at least D3 graduates of all vocational fields (except the health sector) of course who can collaborate with the team and work together to achieve a good vision and mission. From the questions above, it can be concluded that the criteria for HR planning are included in the Procurement Planning Function described in Chapter II. Procurement Planning must be planned reasonably and correctly so that the quality and quantity of HR can meet the needs of the Community. Things that need to be considered include: determining the quantity and quality of HR needed in HR management, sources and methods of attracting employees, the basis for selecting a system of methods and levels, qualifications and selection procedures that must be carried out.

What competencies should human resources have here? First, having competence or ability in the form of expertise produced through formal education according to the profession. Second, there is a demand that a professional work full time (full time). Third, having and being a member of a professional association. Fourth, having a commitment to improve knowledge. Fifth, having, understanding, and practicing professional ethics. Sixth, receiving compensation that accommodates.

From the question above, it can be concluded that the competition owned by HR is included in Personal Objectives. Personal Goals are those designed to help employees achieve their goals, Minimum goals that increase individual contributions Towards the organization, while employees' personal goals should consider whether employees should be retained. Competition is also included in the HR Procurement Plan Function. The Procurement Planning Function is planned reasonably and correctly so that the quality and quantity of HR can meet the needs of the Community. Things that need to be considered include: determining the quantity and quality of HR required in HR management, sources and methods of attracting employees, the basis for selecting a system of methods and levels, qualifications and selection procedures that must be carried out. An HR person is expected to have appropriate expertise, work full time, be involved in professional associations, instill ethics, receive appropriate remuneration. Then it can affect the strong professionalism.

Who can work from this BMT, regionally or nationally? BMT accepts employees from both regional and national levels. However, in terms of recruitment, national employees are preferred as there are specific qualifications needed for the immediate region. In other words, although admission is open to regionals, national employees are preferred because they can fulfill the requirements that suit the immediate region. From the questions above, it can be concluded that the Qualification is included in the HR Procurement Planning Function which discusses determining the quantity and quality of HR required in HR management, sources and methods of attracting employees, the basis for selecting a system of methods and levels, qualifications and selection procedures that must be carried out.

What are the HR qualifications in recruiting BMT employees? First, the maximum age is 25 years old. Second, fluent in reading the Qur'an. Third, a minimum of D3 education in all majors (except health). Fourth, fresh graduates are welcome to apply. Fifth have good communication skills. Sixth honest, thorough, high integration. Seventh, willing to be placed in all BMT AUM branches. From the questions above, it can be concluded that the consideration of HR planning is included in the Procurement Plan Function. The HR Procurement Plan is planned reasonably and correctly so that the quality and quantity of HR can meet the needs of the Community. Things that need to be considered include: determining the quantity and quality of HR required in HR management, sources and methods of attracting employees, the basis for selecting a system of methods and levels, qualifications and selection procedures that must be carried out. With these qualifications, an HR planner will be able to more effectively manage HR in a company.

How does BMT manage employee performance? First set clear expectations from the beginning even when first recruiting an employee. Second, try to provide performance coaching to employees. Third, empower the employees by giving them more autonomy. Fourth, ask for criticism and suggestions from employees as one of the materials for evaluation. Fifth set goals in advance, which serves to stage the employee's career Sixth measure employee performance. Seventh adapt and adjust

the needs of employees and the company. Eighth remember the great work that has been achieved by employees or the efforts of influential employees in a team or a project.

From the questions above, it can be concluded that how to manage HR performance is included in the Control Planning Function. The Control Planning function is to identify errors early and take corrective action. Things that need to be considered in HR control planning: assessment system and important points, evaluation process and implementation deadline, evaluation methods used, and HR assessment of actions taken. Overall, BMT can manage employee performance by combining the above elements to achieve better efficiency and productivity in their organization.

What needs to be considered by a prospective member who wants to join BMT? What needs to be considered is careful preparation, paying attention to the qualifications that have been determined, looking for information about the BMT or the intended company, and knowing what skills and advantages you have, showing your confidence and determination when answering questions, making promotional efforts and the quality you have.

From the questions above it can be concluded that, careful preparation and emphasis on qualifications, knowledge of the company and the ability to promote themselves can help prospective members in their efforts to join the BMT or company they want. Qualifications are included in the HR Procurement Planning Function which discusses determining the quantity and quality of HR required in HR management, sources and methods of attracting employees, the basis for selecting levels, qualifications and selection procedures that must be carried out.

CONCLUSION

HR planning is a process of analyzing and identifying the needs and availability of HR to achieve goals. In HR planning there are two components, namely needs and availability. Availability is determining whether the company will be safe if it is controlled by employees with the required expertise. Human Resource Planning in general is a systematic plan to estimate employee needs and the availability of human resources in the future both in terms of quantity, type and quality to achieve common goals. Objectives of HR Planning: organizational, functional, social, personal objectives. HR Planning Functions: organizational planning, direction planning, control planning, procurement planning, development planning, compensation planning, integration planning, maintenance planning. Barriers to HR Planning: human resource capability standards, people (HR), HR situation, government labor policies and HR Planning Process.

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