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ESCALATING ORGANIZATIONAL PERFORMANCE IN DA'WAH: THE TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT

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Abstract

This research aims to understand the relationship between Human Resource Management and the Performance of Da'wah Organizations (Case Study: Nahdlatul Ulama. The research method uses qualitative research with the type of case study on Nahdlatul Ulama. The technique for obtaining data uses library research. The results of this research are that Nahdlatul Ulama has a good organizational structure, from management levels and a complete management structure. In implementing human resources in the Nahdlatul Ulama organization, it is realized in the form of priority work programs that lead to human resource management, first, development programs human quality which focuses on 2 aspects, namely the education and health aspects. The education aspect is realized in the NU Scholarship program by Lakpesdam PBNU and the health aspect is realized in the form of the Inclusion Program and Gerakan Keluarga Maslahat NU (GKMNU) and the second priority work program, namely organizational strengthening. institutions and networks, which are realized in one form of activity, namely cadre formation. Furthermore, the relationship between human resource management and the performance of missionary organizations has a very close relationship in managing, organizing and utilizing human resources so that they can contribute to the performance of missionary organizations.

Keywords: Human Resource Management, Da'wa Organization, Nahdlatul Ulama

INTRODUCTION

Managing human resources in the era of globalization is neither an easy nor a difficult task. Human resources play a crucial role in da'wah organizations, serving as the primary drivers and determining factors for the success or progress of such organizations. Human resources are one of the essential factors that all parties involved must consider to achieve a specific goal (Agustini et al., 2022). Therefore, human resources must be managed properly to improve the effectiveness and efficiency of the organization. To manage these human resources effectively, good management is required, particularly in human resource management.

Human resource management is one effort to organize, manage, and enhance the quality of the staff involved in an organization so that they can perform their duties and functions professionally. As a result, efforts or programs are needed to support the development of high-quality human resources. Da'wah organizations that wish to remain relevant and survive the challenges of time will always innovate and pay attention to the quality of their human resources to ensure that the programs they have developed are carried out effectively. Hence, human resource management plays a crucial role in the performance of da'wah organizations. As organizations guided by Islamic values, the programs implemented in developing human resource management should focus on the welfare of the community. When the human resources within the organization are competent and professional, they will be able to achieve this goal.

One of the da'wah organizations in Indonesia is Nahdlatul Ulama (NU). Nahdlatul Ulama is the largest Islamic organization in Indonesia, engaged in religious, social, educational, economic, and cultural fields. The establishment of Jam'iyyah Nahdlatul Ulama was aimed at providing a platform to unite the ulama of pesantren (Islamic boarding schools) in their service to society, not only in religious and social matters but also in addressing social, economic, educational, and other societal issues. Throughout its long history, we can see that Nahdlatul Ulama has significantly contributed to the life of the nation and the state. Therefore, the role of Nahdlatul Ulama in building society cannot be overlooked.

As a da'wah organization with a vast base, Nahdlatul Ulama must have effective human resource management. This can be implemented through its organizational structure and human resource development programs. By having skilled human resources in their respective fields, Nahdlatul Ulama as an institution can have strong organizational performance, and its members can impact even the most grassroots levels of society.

Referring to previous research, for example, the study conducted by Pahira & Rinalry (2023) states that human resource management has proven to be significant in improving organizational performance. Human resource management plays a vital role in creating a healthy work culture, increasing member motivation, and boosting overall organizational productivity. This enables organizations to face the challenges of the times, increase competitiveness, and achieve long-term success.

Another study by Handayani & Amalia (2023) concluded that human resource management at LAZISMU Kota Medan has been optimally implemented. Islamic human resource management is applied by enhancing both potential and performance along with Islamic values through training programs and morning briefings. LAZISMU Kota Medan also integrates Islamic values by requiring the recitation of the Qur'an and delivering short religious talks (Kultum) every morning, with members taking turns. The concept of Islamic management involves instilling fundamental values related to the Qur'an, focusing on employee development, and fostering harmonious relationships between employees and superiors to achieve collaborative harmony, with the hope of improving organizational performance.

Based on the above explanation, the writer intends to delve deeper into the topic of "The Implementation of Human Resource Management and Organizational Performance in Da'wah Organizations (Case Study: Nahdlatul Ulama)."

METHOD

This type of research, known as field research, examines data presentation, analysis, and problem-solving explanations. In terms of methodology, this research falls under the category of descriptive qualitative research because it methodically, factually, and accurately

describes and collects data based on elements found in the field. Therefore, the author will provide a comprehensive analysis.

Research employs a qualitative approach, which is a research method used to investigate natural conditions, where the researcher serves as the key instrument (Abdussamad, 2021). According to Wekke Suardi (2019), qualitative research is descriptive in nature and tends to use analysis. Therefore, in this study, the author will describe and analyze the role of human resource management in the performance of da'wah organizations within Nahdlatul Ulama.

Method used in this research is a literature review, which involves data collection by understanding and studying several theories from various literatures related to the research (Adlini et al., 2022). According to Mardalis, as cited in Sari & Asmendri (2020), a literature review is a study used to gather information and data by using various reference sources from books, journals, articles, and previous research studies. This activity is conducted systematically to collect, process, and conclude data using specific techniques.

RESULT AND DISSCUSS

History of the Establishment of Nahdlatul Ulama

Nahdlatul Ulama is a religious mass organization that was founded on January 31, 1926 / 16 Rajab 1344 H in Surabaya. Before Nahdlatul Ulama was established, there was already a group from the pesantren community that formed associations for social and religious activities. One of these was Tashwirul Afkar or Nahdatut Fikr, founded by KH. Wahab Hasbullah in 1914 as a platform for social, political, and religious education for the santri community. Then, in 1916, Kyai Wahab Hasbullah and the pesantren scholars established Nahdlatut Wathan (National Awakening). Two years later, in 1918, an organization called Nahdlatut Tujjar was established as a forum to improve the economic conditions of the ummah at that time. The formation of these various organizations became the precursor to the establishment of Nahdlatul Ulama (LESBUMI PWNU JABAR, 2023).

Before the establishment of Nahdlatul Ulama, many events occurred that provided the background. One such event was driven by the social conditions and political dynamics of the time. The pesantren community, which leaned more towards traditional Islam and adhered to the teachings of Ahlus Sunnah wal Jamaah (ASWAJA), had differing views on religious issues at the

time in Saudi Arabia, where King Ibn Saud wanted to implement a singular principle, namely the Wahhabi madhhab, in the governance of Saudi Arabia. At that time, the Saudi Arabian government intended to destroy all Islamic and pre-Islamic historical sites, which they regarded as acts of bid'ah (innovation in religious matters). For the pesantren community in Indonesia, this raised concerns about potential new problems. Thus, the pesantren community opposed the Saudi Arabian government's policy of limiting the madhhab and destroying Islamic historical sites. For the pesantren community, the freedom to follow various madhhabs was essential for preserving diversity, and Islamic historical sites should be protected and preserved.

With strong encouragement, the pesantren community formed a delegation to meet with King Ibn Saud, known as the Hijaz Committee, led by KH. Wahab Hasbullah. After forming the Hijaz Committee, a meeting was held in Surabaya, attended by prominent scholars from Java, to discuss the delegation to be sent to the Mukhtamar in Mecca. The delegation of scholars was led by KH. Hasyim Asy'ari. From this meeting, it was agreed that KH. Raden Asnawi Kudus would be appointed as the delegate of the Hijaz Committee. However, there was a problem, as there was no institution authorized to send the delegation. Subsequently, during the same meeting, at the suggestion of KH. Mas Alwi bin Abdul Azis, it was proposed to establish the Nahdlatul Ulama organization, which coincided with 16 Rajab 1344 H or January 31, 1926 (NU Online, n.d.).

From the long history of Nahdlatul Ulama's founding, it is evident that Nahdlatul Ulama was not only established as a religious mass organization but also as an initiative by the pesantren community to actively engage in the fight for independence, respond to societal issues, and play an active role in preserving, protecting, and promoting the teachings of Ahlus Sunnah Wal Jamaah (ASWAJA).

Based on the Articles of Association & Bylaws (AD & ART) of Nahdlatul Ulama, as decided during the 34th Congress in Lampung, Nahdlatul Ulama's organizational structure includes several levels of leadership and organizational hierarchy, as follows (Pengurus Besar Nahdlatul Ulama, 2022):

a. Levels of Leadership:

- 1) PBNU: Pengurus Besar Nahdlatul Ulama, at the national level.
- 2) PWNU: Pengurus Wilayah Nahdlatul Ulama, at the provincial level.
- 3) PCNU: Pengurus Cabang Nahdlatul Ulama, at the regency/city level.
- 4) PCI NU: Pengurus Cabang Istimewa Nahdlatul Ulama, for overseas branches.
- 5) MWC NU: Majelis Wakil Cabang, at the district level.

- 6) Ranting NU: At the village/ward level.
 - a. Anak Ranting: At the RW (neighborhood) level.
- b. Nahdlatul Ulama's Organizational Structure:
 - 1) Musytasyar (Advisory Council)
 - 2) Syuriah (Supreme Leadership)
 - 3) Tanfidziyah (Executive Leadership)

It is important to note that the Musytasyar exists only at the PBNU, PWNU, PCNU/PCI NU, and MWC NU levels. At the Ranting and Anak Ranting levels, only Syuriah and Tanfidziyah are present.

In carrying out its programs, Nahdlatul Ulama has three organizational devices, which consist of:

a) Autonomous Bodies (Banom) of NU:

These include:

- Jam'iyah Ahli Thariqah Al-mu'tabaroh An-nahdliyah (JATMAN NU)
 - Jam'iyah Qurra Wal-huffadz (JQH)
 - ISNU: Association of Nahdlatul Ulama Scholars
 - SARBUMUSI: Sarikat Buruh Muslimin Indonesia (Muslim Workers Union of Indonesia)
 - Pencak Silat Pagar Nusa
 - PERGUNU: Association of Nahdlatul Ulama Teachers
 - SNNU: Association of Nahdlatul Ulama Fishermen
 - ISHARI: Indonesian Hadrah Art Association Nahdlatul Ulama
 - Muslimat NU
 - Fatayat NU
 - Gerakan Pemuda Ansor (GP Ansor)
 - IPNU: Association of Nahdlatul Ulama Students
 - IPPNU: Association of Nahdlatul Ulama Female Students
 - ISNU: Association of Nahdlatul Ulama Scholars
 - PMII: Islamic Student Movement of Indonesia
 - PDNU: Association of Doctors, proposed at the Lampung Congress 2021.
- b) Institutions:

Institutions are Nahdlatul Ulama's organizational devices that function as policy implementers, in accordance with specific communities that require special handling.

Nahdlatul Ulama's institutions include:

- Nahdlatul Ulama Da'wah Institute (LDNU)
- Nahdlatul Ulama Ma'arif Education Institute (LP Ma'arif NU)
- Nahdlatul Ulama Bahtsul Masail Institute (LBMNU)
- Nahdlatul Ulama Ma'arif Education Institute (LPMNU)
- Rabithah Ma'ahid Islamiyah Nahdlatul Ulama (RMINU)
- Nahdlatul Ulama Economic Development Institute (LPNU)
- Nahdlatul Ulama Agricultural Development Institute (LPPNU)
- Nahdlatul Ulama Health Institute (LKNU)
- Nahdlatul Ulama Family Welfare Institute (LKKNU)
- Nahdlatul Ulama Research & Human Resource Development Institute (LAKPESDAM-NU)
- Nahdlatul Ulama Legal Counseling & Assistance Institute (LPBHNU)
- Nahdlatul Ulama Indonesian Muslim Arts and Culture Institute (LESBUMI NU)
- Nahdlatul Ulama Zakat, Infaq, and Shadaqah Institute (LAZISNU)
- Nahdlatul Ulama Waqf & Land Institute (LWPNU)
- Nahdlatul Ulama Mosque Management Institute (LTMNU)
- Nahdlatul Ulama Disaster & Climate Change Relief Institute (LPBINU)
- Nahdlatul Ulama Falakiyah Institute (LFNU)
- Nahdlatul Ulama Publishing & Media Institute (LTNNU).

Implementation of Human Resource Management in Improving the Performance of Da'wah Organizations in Nahdlatul Ulama

Organization human resources are needed to effectively implement its programs. The programs established by Nahdlatul Ulama focus on four priority programs: strengthening the teachings of ASWAJA An-Nahdliyah, improving the quality of NU's human resources, increasing welfare and economic independence, and strengthening organizational institutions and networks. However, in this research, the author will focus on two aspects related to human resource management: the human resource quality

development program and the organizational institutional and network strengthening program.

In implementing its programs, Nahdlatul Ulama often collaborates with related government institutions and its own organizations and autonomous bodies to achieve the goals set. The details of the programs are as follows:

a. Human Resource Quality Development Program

The goal of this program is to enhance the quality of NU's human resources, focusing on NU members and the broader community, aiming for the welfare of the ummah. This program targets several key life aspects, including education and health, and is implemented through the following activities:

1) Education

NU Scholarship Program by the Institute for Research and Human Resource Development (Lakpesdam PBNU). This scholarship program aims to support higher education for NU cadres, making it more accessible. The program, supported by Lakpesdam PBNU, seeks to contribute to the creation of high-quality Indonesian citizens through the Human Development Index (HDI). The NU Scholarship (NUS) program offers assistance to young NU cadres who wish to continue their studies abroad, focusing on three zones: the America-Europe zone, the Asia zone, and the Australia zone. It is available for undergraduate and postgraduate students pursuing master's or doctoral degrees abroad, with a primary focus on science, technology, engineering, and mathematics (STEM). This program is expected to produce high-quality NU cadres who can contribute to the advancement of NU and society as a whole.

2) Health

Inclusion Program by Lakpesdam PBNU, The Australia-Indonesia Partnership Towards an Inclusive Society (INKLUSI), supported by the Australian government and coordinated by Bappenas, aims to ensure that no one is left behind in development efforts. Lakpesdam PBNU collaborates with various government agencies and NU's autonomous body Fatayat NU to prevent child marriage, focusing on six regions in Indonesia. The program seeks to educate parents and children about the risks of child marriage, which can lead to vulnerabilities in education, health, and economic stability. The goal is to reduce the rate of child marriages, promoting long-term social and economic benefits. NU Family Welfare Movement (GKMNU), The GKMNU program strengthens families as a foundation for

building strong character. It focuses on reducing stunting, enhancing family resilience, preventing child marriage, and addressing divorce. PBNU collaborates with various government agencies, including the Ministry of Religious Affairs, to achieve these goals. The program initially launched in five provinces in October 2023, targeting over 20,000 villages with participation from more than a million people. It plays a vital role in creating strong, harmonious, and religious families.

b. Organizational Institutional and Network Strengthening Program

This program focuses on strengthening internal human resources through cadre development programs. Cadre development involves structured processes for NU members and leaders to ensure a seamless transition in leadership and organizational sustainability. There are two types of cadre development: formal, which involves structured levels from basic to advanced training, and informal, which is flexible and needbased. This process is crucial to ensure the continuous growth and dynamic nature of the organization, preventing stagnation and ensuring long-term success.

The relationship between human resource management and organizational performance lies in maintaining, nurturing, and enhancing the effectiveness of the organization. Thus, human resource management is interconnected with and contributes to the overall performance of a da'wah organization.

Relationship Between Human Resource Management and the Improvement of Da'wah Organization Performance in Nahdlatul Ulama

Based on the discussion, it is clear that Nahdlatul Ulama has large-scale or national level programs. Implementing these programs requires competent human resources. Thus, human resource management and the performance of Nahdlatul Ulama's organization are closely related in achieving the determined goals. In this context, the author highlights several key points regarding the relationship between human resource management and the performance of da'wah organizations. These key points are as follows:

- c. Human resource management plays an essential role in managing, organizing, and utilizing human resources to contribute to the performance of the da'wah organization.
- d. Human resource management is a strategic approach to managing valuable assets within the organization, namely the individuals and groups that have roles in the organization, to achieve its goals.

From these points, it can be concluded that human resource management in a da'wah organization plays a very important role and significantly influences the development and progress of the organization itself. This is because the driving force behind the functioning of the da'wah organization's operations and governance is the members of the organization.

Therefore, a da'wah organization must have an effective human resource management system to improve its performance. By doing so, the da'wah organization can demonstrate dynamism in its journey as an organization that constantly interacts with society. This is done to accommodate the development and changes that occur in society. As a result, the da'wah organization will have greater value in the eyes of an increasingly modern society.

CONCLUSION

Nahdlatul Ulama has a well-structured organization, with comprehensive levels of management and organizational structure, as well as several institutions and autonomous bodies that carry out their respective tasks and functions. In terms of human resource implementation within organizational performance, Nahdlatul Ulama manifests it through several priority work programs. There are two priority work programs related to human resource management. The first is the human quality development program, which focuses on two aspects: education and health.

The educational aspect is realized through the NU Scholarship program by the Institute for Research and Human Resource Development (Lakpesdam PBNU), while the health aspect is realized through the Inclusion Program and the NU Family Welfare Movement Program (GKMNU). The second priority work program is organizational and institutional strengthening, which is implemented through activities such as cadre development.

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