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Implementation of Human Resources in the Management of Abadi Aisyiyah Orphanage, Tangerang City

Abstract

This study aims to analyze the implementation of human resource management in the administration of orphanages and the supporting and hindering factors in managing these institutions. The research used a qualitative approach, with data collection techniques involving observation, interviews, and documentation. The findings indicate that the human resource management applied at the Abadi Aisyiyah orphanage in Tangerang City consists of several steps: job analysis, human resource planning, recruitment, selection, and placement. Additionally, compensation, integration of administrators, and human resource development are key components. Finally, human resource maintenance is also important. Supporting factors include having qualified human resources, the sincerity of the administrators, and community support. The challenges in implementing human resource management include issues with the orphanage's facilities, funding problems, and limitations in human resources.

Keywords: Implementation, Human Resources, Orphanage

I. Introduction

Human resource management (HRM) plays a crucial role in achieving organizational goals and is widely used in both companies and organizations as part of management functions. The development and application of human resource management in a region are influenced by the local culture. National culture comprises values or norms that guide human behavior to align with societal harmony, often shaped by the development of culture and dominant religion within a country. Arif Yusuf Hamili, (2016). An orphanage is an institution responsible for managing social welfare, especially for children in need. It plays a vital role in providing services to vulnerable children, helping them overcome physical, mental, and social challenges, and ensuring they have opportunities for personal development as part of the nation's future generation and contributors to national development.

Orphanages serve as social institutions that educate and care for children facing social issues, such as economic hardship or the loss of one or both parents, leaving their family unable to support them. Yani Subaktilah et al., 2018. These children are raised, educated, and given various skills to regain their confidence and creativity, helping them build a brighter future. Many children still face difficulties in accessing basic needs such as education and welfare, often due

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to poverty. This lack of financial resources can result in children becoming abandoned or street children, which negatively impacts both the children and society. Sustainable development starts with children. Ensuring that children grow up free from poverty, are healthy and educated, and feel safe and happy is essential to creating adults who can contribute to the economy and society. The management and development of human resources within orphanage institutions are crucial for ensuring effective service delivery. Proper management and development of human resources help ensure that organization members possess the knowledge and skills necessary to perform their tasks efficiently, take on new responsibilities, and adapt to changing conditions. Agus, Supriyanto. (2020). The human resource management at Abadi Aisyiyah Orphanage in Tangerang faces challenges that hinder the development of disciplined children. Effective human resource management requires competent administration to ensure the quality and productivity of the orphanage's human resources.

2. Literature Review

2.1. Implementation Model

In the implementation of policies, George C. Edward's top-down approach suggests that the success of policy implementation depends on four key variables: Communication, Resources, Disposition, and Bureaucratic Structure. Bakir Abdul. (2017).

According to Edward III (as cited in Agustino), communication plays a vital role in achieving successful policy implementation. Effective implementation occurs when decision-makers are clear about their tasks. Three indicators that influence communication effectiveness include:

- a. Transmission: Proper communication delivery leads to effective implementation, whereas miscommunication can cause issues.
- b. Clarity: The message communicated to policy implementers must be clear and unambiguous, although flexibility may be needed for certain aspects.
- c. Consistency: Instructions for policy implementation must be consistent and clear to avoid confusion among implementers.

2.2. Human Resource Management Theory

Human resource management in this context focuses on how orphanage administrators organize work processes to provide effective services to the children. In the face of global competition, organizations perform optimally when their members possess solid competencies in their fields. Giyoto, Toto Suharto, and Ika Sulistyarini. (2019). These competencies are shaped by the organization's ability to manage individual competencies, which include goal achievement, problem-solving, interpersonal interactions, and teamwork. Synergizing these competencies enhances the overall performance of the organization.

2.3. Conceptual Framework of Human Resource Management

Human resource management involves planning, organizing, coordinating, implementing, and overseeing activities related to staffing, development, compensation, integration, and separation of personnel to achieve organizational goals. It is vital for organizations to manage their workforce effectively to overcome internal and external challenges. Fatah, et al., Ahmad. (2020).

2.4. Management Functions

- a. Planning Based on policies, planning is the entire process of thoughtful decision-making regarding future activities, aimed at achieving set goals. The purpose is to define an organization's objectives and determine the best methods to coordinate various services to meet those goals.
- b. Organizing involves determining, grouping, and arranging various activities necessary to reach the desired objectives. It entails placing individuals in appropriate roles, providing the required tools, and establishing the authority delegated to each individual tasked with performing these activities. The grouping process aims to achieve shared goals through effective collaboration.
- c. Leading (Motivating) Leading refers to the overall process of motivating subordinates to work willingly towards achieving the organization's objectives. This function is critical in inspiring and sustaining the desire among team members to achieve the set goals. The plan must be executed by individuals diligently carrying out assigned tasks at designated times and places. To facilitate this, employees need motivation to follow guidelines and take action accordingly.
- d. Motivation and Motivating employees, particularly those handling administrative tasks, data management, or clerical work, is crucial. Sometimes, these employees may lose job satisfaction since their work is often seen as supportive, with its outputs not directly visible. To address this, a work environment should be created where employees feel their contributions are valuable, impacting the organization's primary functions, while also offering career development opportunities.
- e. Monitoring (Control). Monitoring is the process of overseeing the implementation of all organizational activities to ensure they align with the established plan. It involves assessing whether the organization efficiently utilizes its resources to meet objectives. If targets are not met, corrective actions must be taken. The evaluation process includes measuring, comparing, and adjusting activities accordingly.

3. Methods

This research employs several methods, including the research type, study location, research focus, data types and sources, data collection techniques, data analysis techniques, and validity techniques. Sugiyono (2018).

3.1. Research Type

This study uses a descriptive qualitative approach, where data are presented in descriptive form, often through words, such as interview results between the researcher and informants. The researcher must directly engage with the subject, conducting observations and interviews with the administrators of Abadi Aisyiyah Orphanage in Tangerang to gather relevant data.

3.2. Data Types and Sources

- a. Data Type The data in this study are qualitative, meaning they are in the form of words. These data are collected through various techniques, such as observation, questionnaires, and interviews. Data can also be collected through visual means, such as photographs and recordings.
- b. Data Sources The data sources are individuals or materials from which the data are obtained. If the researcher uses questionnaires or interviews, the data sources are the respondents the people answering the researcher's questions, either written or oral.

According to Loftland, in qualitative research, the data sources are primarily words and actions, while documents and other materials are secondary sources. In this research, data sources are categorized as:

- a. Primary Data: Data collected firsthand from the original source, without being processed or interpreted by others.
- b. Secondary Data: Data collected indirectly, through intermediary sources, such as books, reports, journals, etc.

3.3. Data Collection Techniques

Data collection is a strategic step in research as the overall aim is to gather data. The methods used in this study include:

- a. Observation: This method involves recording patterns of behavior, subjects, objects, or events systematically without engaging in direct communication with the individuals being studied. Observation can occur in both natural work environments and controlled settings like laboratories.
- b. Interviews: This method involves asking questions orally to the study subjects, with both the interviewer and the interviewee involved in the conversation. The interviewer records the responses for research purposes.
- c. Documentation: This technique involves collecting written materials such as books, magazines, documents, regulations, meeting minutes, and diaries for analysis.

3.4. Data Analysis Techniques

Data analysis is the process of identifying patterns or trends in the data. In qualitative research, data are fully analyzed qualitatively once collected. Siyoto, Sandu, and Ali Sodik. (2018). Data analysis occurs continuously as data are gathered from the field. Since this research is qualitative, the data analysis follows the model proposed by Miles and Huberman, which involves three main activities: data collection, data reduction, and data display, followed by conclusion drawing and verification.

4. Results and Discussion

4.1. Human Resource Management Implementation at Abadi Aisiyiah Orphanage, Tangerang

The management and development of human resources in orphanage institutions are crucial. Proper management ensures that members of the organization possess the knowledge and skills necessary to perform their roles effectively, take on new responsibilities, and adapt to changing conditions. Riyo Amanda, (2019).

At Abadi Aisiyiah Orphanage, human resource management focuses on organizing the work processes that must be carried out by the orphanage staff to provide quality service to the children. In light of global competition, especially in managing human resources, current trends show that organizational performance improves significantly when members have strong competencies in their respective fields.

4.2. Human Resource Procurement

This function involves human resource management activities aimed at acquiring labor according to the organization's needs (both in terms of quantity and quality) to achieve its

objectives. The determination of the required human resources aligns with the tasks outlined in the previously determined job analysis. Ruliati, Sri Mulyani, et al., (2021). The human resource procurement process carried out by Panti Asuhan Abadi Aisyiyah is as follows:

- a. **Job Analysis:** This process involves analyzing or identifying the positions that require human resources. Job analysis is the activity of gathering information about specific tasks. Based on this information, the job description and requirements that must be met to complete certain tasks are identified. Therefore, job analysis is a systematic process of determining the duties, responsibilities, expertise, and knowledge required to perform various tasks within Panti Asuhan Abadi Aisyiyah. Conducting a job analysis is crucial. Our analysis focuses on identifying areas that currently require human resources.
- b. **Human Resource Planning:** This activity is carried out to determine the type and number of workers needed to meet the organization's demands. Human resource planning is a systematic process that adjusts needs to the availability of human resources, both from within and outside the organization, over a specific period. The planning is based on several factors: the needs of the orphanage, such as competent caregivers, the educational process within the orphanage, and the critical aspect of providing quality services to the children under care. The quality of caregivers directly impacts these services. Human resource planning in Panti Asuhan Abadi Aisyiyah in Tangerang encompasses both quantity and quality. The quantity aspect focuses on recruiting additional staff, while the quality aspect involves developing the current human resources.
- c. **Recruitment:** This activity is undertaken to fill vacancies in specific positions within the organization. Recruitment can occur in both new and existing companies. For new companies, recruitment aims to fill all job positions according to the established job structure and analysis. In our case, we do not open job vacancies to the general public but recruit human resources through recommendations from the core management of the Aisyiyah organization. The human resources we need are suggested by the management. Panti Asuhan Abadi Aisyiyah applies a familial system in recruiting members or administrators.
- d. **Human Resource Selection:** This process aims to obtain high-quality workers to meet the organization's needs. Selection is performed when the number of applicants exceeds the number of vacancies. Human resource selection is a systematic process to choose the best candidates for specific positions within the organization. Currently, the selection process at Panti Asuhan Abadi Aisyiyah is not fully formalized, as when there is a lack of human resources, the Aisyiyah management selects individuals for specific roles within the orphanage.

4.3. Employee Selection Process

The selection process for employees may include the following steps:

- a. **Preliminary Interview:** This aims to eliminate applicants who do not meet the organization's specified criteria based on the information provided by the applicants. During this interview, applicants are given a brief explanation of the organization and the job requirements. The preliminary interview also tests the applicants' knowledge of the organization.
- b. **Selection Testing:** Applicants who pass the preliminary interview will undergo testing to evaluate their ability to perform tasks related to the job. This can include skill tests, technical knowledge tests, general knowledge tests, and personality assessments. The tests are generally tailored to the job level and position. Additionally, some organizations conduct interest tests (activity preferences), handwriting analysis tests (graphology), health checks (medical tests), psychometric tests, and others.

- c. **Employment Interview:** This is the formal interaction between the interviewer and the applicant. The purpose of the employment interview is to determine if the applicant is suitable for the position. Interviews can be conducted as one-on-one, panel interviews, or group interviews.
- d. **Background Checks and Reference Verification:** This process verifies the information provided by the applicants. The organization will contact references such as family members, friends, or previous employers to confirm the accuracy of the applicant's information.
- e. **Medical Evaluation:** After several selection steps, the next process is to evaluate the medical fitness of the applicant. The medical evaluation ensures the applicant is physically healthy, reducing absenteeism and healthcare costs while ensuring they meet physical requirements for the job.
- f. **Selection Decision:** After gathering all the necessary information and confirming that the applicant meets all requirements, the most crucial part of the selection process is the decision-making. The decision is based on the results of the preliminary interview, selection tests, job interview, background checks, reference verification, and medical evaluation.
- g. **Appointment Letter:** The final step in the selection process is issuing an appointment letter to formally hire the selected applicant.

4.4. Placement of Human Resources

The next step is to assign employees according to their skills and abilities. Employee satisfaction is achieved when placement aligns with their competencies, which in turn improves productivity. (Siti Fatima, 2016). "In terms of job placement, we consider the abilities and skills each individual possesses." Key factors to consider during placement include:

- a. **Work Experience:** Experience in similar roles should be considered during placement, as prolonged work experience usually translates into increased expertise.
- b. **Physical and Mental Health:** When placing employees, it is essential to consider their physical and mental health. Inadequate consideration of these factors can lead to organizational problems. Employees should be assigned roles based on their physical and mental fitness.
- c. **Age:** The employee's age should also be considered during placement to avoid diminished productivity due to age-related factors.

4.5. Human Resource Development and Training

This process aims to enhance knowledge and skills through education and training. This stage includes two essential activities to develop organizational members: education and training. Both new and existing managers undergo training to align theoretical knowledge with practical job skills. Siyoto, Sandu, and Ali Sodik. (2021).

Muhammadiyah is highly disciplined in its human resource development through:

- a. **Compensation:** Compensation is the reward paid to employees for their contributions to the organization. Adequate compensation means providing fair and just recognition for the employee's work.
- b. **Integration:** The integration of recruitment, development, and compensation is critical to address emerging issues that require careful attention.
- c. **Work Motivation:** Motivation encourages managers to perform their tasks effectively. Motivated employees are more likely to be productive and contribute to achieving organizational goals.

- d. **Leadership:** Leadership is closely related to management. While management involves many organizational activities, leadership focuses on effectively handling and managing organizational resources to achieve desired outcomes.
- e. **Maintenance:** Maintaining high levels of loyalty and commitment among employees is essential. Employees who are loyal to the organization tend to perform well and take responsibility for their work.

4.6. Supporting and Hindering Factors in the Implementation of Human Resources at Panti Asuhan Abadi Aisyiyah, Tangerang

Supporting Factors:

- a. The administrators at the orphanage possess various skills, including teaching, cooking, and child management, which contribute to the success of the organization.
- b. The administrators are dedicated to managing the orphanage. Although they receive incentives, their primary motivation comes from seeking Allah's blessings.
- c. The community significantly contributes to the development of the orphanage, with many people donating to support its operations.

Hindering Factors:

- a. The current facilities at Panti Asuhan Abadi Aisyiyah are insufficient to support the growing needs of the children, especially regarding their psychological and educational needs.
- b. Financial constraints are a challenge. The orphanage relies heavily on internal funds and donations from the community and donors. Despite this, there is still a need for more sustainable financial resources.
- c. Limited human resources make it increasingly difficult to manage the orphanage. Steps are being taken to develop the potential of the older children to help manage the orphanage in the future.

5. Conclusion and Recommendations

5.1. Conclusion

Based on the research and discussion above, the following conclusions can be drawn:

- a. The human resource management practices at Panti Asuhan Abadi Aisyiyah, Tangerang, include steps such as procurement (job analysis, human resource planning, recruitment, selection, and placement), followed by compensation, integration, development, and maintenance of human resources.
- b. The supporting factors include skilled administrators, their sincerity, and strong community support. The hindering factors include inadequate facilities, financial limitations, and a shortage of human resources.

5.2. Recommendations

Based on the conclusions, the following recommendations are made:

- a. Provide adequate facilities to support the children's development, ensuring the orphanage's objectives are achieved.
- b. Expand the management's relationships with government agencies to gain support and assistance, which would help improve the orphanage's progress.
- c. Develop and nurture the potential of the children to help them achieve success and enhance the orphanage's reputation while securing a better future for the children.

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