



Integration of Business Strategy and Human Resource Planning at BAZNAS (Badan Amal Zakat Nasional) of West Nusa Tenggara Province: A Knowledge-Performance Analysis to Enhance Zakat Fund Management Performance

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Abstrak: Modern organizational management models position human resources as the strategic element that determines the success of institutional direction and objective implementation. The classical assumption that organizational performance improvement relies solely on formal structure and systems is no longer adequate to explain the complexity of zakat management in the digital era. The integration of Human Resource Planning, Strategic Human Resource Management, and Knowledge Management provides a more comprehensive framework for understanding the relationship among competency, performance, and institutional strategy effectiveness. In the context of BAZNAS (Badan Amal Zakat Nasional) of West Nusa Tenggara Province, changes in the external environment, demands for public transparency, and the acceleration of digitalization affirm the importance of strengthening HR capacity through knowledge-performance mapping, talent development based on strategic needs, and optimization of institutional knowledge. Zakat digitalization programs, mustahik empowerment innovations, and cross-sectoral collaboration demonstrate that HR quality directly impacts the success of organizational transformation. Adaptive HR planning, structured knowledge management, and aligned organizational strategy create a strong foundation for enhancing institutional accountability, operational efficiency, and social impact.

Kata Kunci: Human Resource Planning, Strategic HRM, Knowledge Management, Zakat Management, Organizational Performance.

Introduction

Human resource (HR) development practices have become a fundamental pillar in building high-quality human capital, encompassing competencies, skills, and work experience. Various studies emphasize that HR development through knowledge-based training and employee empowerment not only directly impacts individual competency improvement but is also mediated by the effectiveness of knowledge management. Thus, systematic employee development fosters better knowledge sharing, storage, and application processes, ultimately reinforcing human capital within the entity (Al-Tit et al., 2022). This relationship suggests that human resource development

and knowledge management are mutually complementary in establishing an organization's competitive foundation.

Consistent with this perspective, the concept of open innovation highlights the significance of cross-organizational collaboration as a mechanism to accelerate both knowledge and technology transfer. Effective collaboration holds the potential to create synergistic effects, enhance the commercialization value of research outputs, and accelerate the diffusion of innovations across various societal tiers. This demonstrates that the integration of business strategy with knowledge management is a key element that not only strengthens organizational competitiveness but also delivers tangible benefits to local, regional, and

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national communities (Jones-Kowalska, 2022). Therefore, business strategy and knowledge management should be viewed as a unified system supporting the achievement of organizational goals.

Furthermore, HR planning and development are regarded as strategic factors in enhancing competitiveness. Through training programs, career development, performance evaluation, and reward systems, organizations can cultivate a competent, loyal, and productive workforce. Such HR enables organizations to achieve sustainable goals while strengthening their position in increasingly dynamic competitive environments (Afvandi et al., 2025). Hence, HR planning cannot be separated from broader business strategy to ensure organizational sustainability.

Employee recruitment represents a critical stage in HR strategy and planning, as it requires the application of appropriate strategies. Success in this process significantly determines the quality of the workforce, which in turn directly affects organizational performance and goal attainment in the future (Mihaila & Mura, 2022). Professionals with extensive expertise in business, particularly in strategic planning and organizational management, tend to perform their roles more effectively in both entrepreneurial and large-scale public institutions. This emphasizes the importance of integrated managerial capabilities in enhancing organizational performance (Kim & Lee, 2021). In other words, strategic recruitment strengthens the organization's capacity to implement long-term plans.

Modern organizations are required to integrate business strategy with HR planning to achieve long-term goals effectively. HR is no longer seen merely as task executors but as strategic assets that determine organizational identity, sustainability, and competitiveness. Integrating HR planning with business strategy enables organizations to optimize individual potential, enhance motivation, and create adaptive work environments responsive to change (Paroli, 2024). This integration underscores the importance of alignment between HR planning and business strategy in building competitive organizations.

From a modern management perspective, knowledge-based HRM practices serve as crucial instruments in improving organizational performance. Implementing recruitment, training, compensation, and knowledge-based evaluation systems has been shown to boost the productivity of knowledge workers. The outcomes include increased innovation, competitive advantage creation, and organizational sustainability amid rapidly changing business environments (Yasmin et al., 2024). Therefore, knowledge-based practices act as

a bridge between HR management and organizational performance achievement.

Generally, the role of HR leaders is critical in modern organizations, especially in responding to rapid changes and challenges. Unlike past crises or situations emphasizing financial or technological leadership, the current focus has shifted to HR as a strategic element ensuring employees adapt, work productively, and support organizational objectives (Collings, 2021). This demonstrates that strategic HR leadership is a key factor in effectively achieving organizational goals.

Studies performed in nations such as Singapore, Spain, Canada, and Taiwan have empirically shown a strong association between organizational learning and firm performance. Nonetheless, while some research in Korea has investigated the link between human resource management and organizational performance, studies focusing on the Korean business context itself remain relatively limited (Cho et al., 2025).

Systematic knowledge utilization through the transfer and integration of organizational resources has been proven to improve operational effectiveness and service quality. This approach aligns with the competency development strategy of BAZNAS (Badan Amal Zakat Nasional) West Nusa Tenggara Province, where knowledge from more experienced sources can be transferred to strengthen the organization's capacity to optimally manage zakat funds (Shi et al., 2025). In other words, knowledge transfer practices are essential to ensure BAZNAS HR can work efficiently and accurately.

Within the nonprofit context, particularly the BAZNAS, the implementation of Strategic Human Resource Management (SHRM) now possesses an increasingly high urgency. BAZNAS West Nusa Tenggara is not only responsible for efficiently collecting and distributing zakat, but it also confronts significant challenges in maintaining credibility, accountability, and public transparency. Global phenomena, such as the acceleration of digital transformation, increasing public literacy regarding zakat, and competition from other philanthropic institutions, necessitate that BAZNAS NTB innovates through professional, modern, and technology-based business strategies. Consequently, the adoption of SHRM acts as a fundamental foundation for aligning organizational strategy with new emerging challenges and opportunities.

BAZNAS West Nusa Tenggara's business strategy is no longer solely focused on increasing *zakat*, *infaq*, and alms collection but is also aimed at strengthening community economic empowerment programs, optimizing data-driven distribution, and developing digital zakat services. The implementation of online

zakat collection applications integrated with the national Islamic finance system exemplifies a concrete digitalization strategy aligned with *fintech* development in Indonesia. This transformation requires well-planned HR strategies, where the knowledge and performance of zakat officers must align with increasingly complex organizational needs. In other words, digitalization strategies require alignment between HR competencies and knowledge management to achieve optimal performance.

Therefore, HR mapping based on the knowledge-performance framework is essential. Through this model, organizations can identify the potential, weaknesses, and development strategies for zakat officers according to their knowledge mastery and performance levels. For example, low digital literacy among some officers can hinder technology adoption, while professional officers with managerial, technological, and Sharia understanding can provide a competitive advantage contributing significantly to BAZNAS West Nusa Tenggara's success. Thus, the implementation of the knowledge-performance framework serves as a strategic bridge between HR planning and sustainable organizational goal achievement.

Method

This research was structured using a qualitative-descriptive approach with a literature study method to analyze the integration of Strategic Human Resource Management (SHRM), Human Resource Planning (HRP), and the Knowledge-Performance Quadrant Model within the context of zakat management at BAZNAS of West Nusa Tenggara. The process of compiling the article involved in-depth searching and review of 32 reputable scientific journals and 5 non-scientific/news articles, published between 1992 and 2025. These sources were selected purposively based on their relevance to the themes of HR planning, organizational strategy, knowledge management, and the implementation of digitalization within socio-religious institutions.

The analysis was conducted using the content analysis technique, which involved identifying main themes, comparing findings across different studies, and synthesizing concepts from various literature to construct a complete theoretical argument. This approach allowed the researchers to evaluate the relationship between business strategy, HR competency needs, and HRD-HRM strategies in enhancing organizational performance. Furthermore, data from

news articles were used to provide actual empirical context regarding digitalization programs, community empowerment, and institutional collaboration carried out by BAZNAS NTB. With this combination of theoretical and field facts, the study yields a comprehensive analysis of the strategic role of HR planning and development in improving the effectiveness of zakat governance.

Result and Discussion

The Strategic Role of Human Resources and its Integration with Organizational Strategy

The integration of organizational culture and leadership has been proven to contribute to the effectiveness of human resource management in public institutions (Suryatni et al., 2023). In line with these findings, the Strategic Human Resource Management (SHRM) approach serves as an essential framework for aligning HR practices with corporate strategy to enhance performance and ensure the long-term sustainability of the organization. As emphasized by Alfawaire and Atan (2021), SHRM is a fundamental approach for synchronizing human resource practices with organizational strategic objectives so that performance can be optimized sustainably. Furthermore, employee performance effectiveness is also influenced by leadership and information systems that are aligned with organizational strategy (Wardhani et al., 2023), thereby reinforcing that the role of HR has surpassed mere workforce administration and has evolved into a strategic instrument that determines organizational competitiveness.

Given the increasingly strategic role of HR in modern entities, the integration between Human Resource Development (HRD) and Human Resource Management (HRM) is exceedingly crucial. Although these two functions possess distinct focuses namely, HRD concentrating on employee development through training, career progression, and organizational learning, while HRM focuses on systemic practices integrated with organizational strategy. Alagaraja (2012) emphasizes that they are complementary and deepen the understanding of HR's contribution to organizational performance. Furthermore, Alagaraja (2012) explains that HRM can be viewed as individual practices or systems influencing organizational performance through training, recruitment, compensation, and employee development, whereas HRD focuses on competency development and organizational learning culture, impacting productivity and operational efficiency.

Consequently, SHRM firmly posits that HR management must align with organizational direction and strategy. HR management is not limited to acquiring and retaining employees but also ensures that employee potential develops sustainably, thereby improving work quality over time. Paroli (2024) confirms that strategic planning provides a foundation for setting recruitment, development, and retention policies aligned with the long-term vision and mission. In this context, Alshammari (2020) notes that organizations systematically manage HR to maximize performance, create effective knowledge management environments, and develop knowledge-based professionals to enhance knowledge management capabilities and organizational performance. To achieve optimal and sustainable employee engagement, organizations are even advised to integrate an understanding of workplace spirituality, an approach believed to maximize employee potential and contribution (Saks, 2011; Ahmed et al., 2016).

The implementation of SHRM is highly crucial for BAZNAS West Nusa Tenggara. The institution not only performs administrative functions but also manages zakat funds based on principles of accountability, transparency, and community empowerment. Through the integration of business strategy and HR planning, BAZNAS can ensure that recruited and developed employees possess relevant competencies and are adaptive to socio-economic dynamics. This aligns with SHRM's focus on enhancing organizational performance through optimized *knowledge-performance*, where employee knowledge and skills support effective zakat governance and community welfare.

In a general sense, strategic management relates to policy decision-making that impacts the entire organization, with the primary objective of enabling the organization to adapt and operate effectively within its environment. Strategic management is considered a crucial factor in achieving and maintaining optimal performance amid dynamic environmental changes. In large organizations with multiple business units, strategic decision-making is typically divided into three levels: corporate, business, and functional. Meanwhile, in organizations with a single business unit, corporate-level and business-level strategies tend to overlap and intersect (Gunnigle & Moore, 1994).

The business strategy implemented by BAZNAS West Nusa Tenggara (NTB) is no longer solely focused on traditional zakat collection but has expanded to include digital zakat collection channels, community empowerment program innovations, and increased transparency and accountability in reporting. This transformation aligns with the rise in public digital

literacy, the public's demand for transparent fund management, and increasing competition with other philanthropic institutions.

Each business strategy has direct implications for human resource (HR) requirements. For instance, digitalization strategies require HR personnel with competencies in information technology, data management skills, and adaptability to Sharia *fintech* developments. Conversely, innovation in community empowerment programs demands HR with strong interpersonal communication skills, advocacy capabilities, and contextual understanding of local socio-economic conditions.

Hence, business strategy and HR requirements are interdependent and intrinsically linked. The knowledge possessed by zakat officers must be congruent with the organizational strategic directive, while their performance reflects the extent to which these strategies are successfully implemented. Officers with high knowledge capacity are generally better equipped to design innovative programs, and their consistent performance serves as an indicator of the successful implementation of BAZNAS's business strategies in the field.

A. Human Resource Planning

Human Resource (HR) management plays a central role as a fundamental pillar supporting various forms of strategic change within organizations. Although HR management programs are designed, communicated, and implemented sustainably, these efforts generally share similar core elements (Schuler, 1992).

Human Resource Planning (HR Planning) constitutes an essential element for ensuring an organization maintains the adequate quantity and quality of workforce necessary to satisfy its strategic requirements, both short- and long-term. Yadav and Dabhade (2013) asserted that HR Planning is centered not solely on employee acquisition and placement but also incorporates systematic evaluation through HR audits. These audits serve to assess the effectiveness of HR policies, practices, and strategies in fulfilling organizational objectives. Their case study at HEG Limited demonstrated that effective HR planning and auditing enable organizations to identify both filled and vacant positions, enhance operational productivity, transparency, and efficiency, while simultaneously supporting data-driven strategic decision-making.

In daily practice, HR managers responsible for recruitment, performance management, compensation, benefits, and employee classification development are

required to adopt innovative, creative, and effective methods. The goal is to address employee issues, maintain well-being, and support organizational objectives through reliable and sustainable management strategies (Azizi et al., 2021). Thus, HR Planning and HR audits function not only as evaluation instruments but also as the foundation for HR management strategies that enhance employee contributions to organizational performance.

In alignment with the significant contribution of HR Planning and management in bolstering organizational performance, Benson (2025) emphasizes that strategic planning must be collaborative, involving all employees from various levels. This involvement is essential for cultivating a sense of shared ownership and boosting commitment toward strategic objectives. Within this framework, resource assessment acts as a vital bridge connecting strategy conceptualization with its operationalization (implementation) in the field. By maintaining a thorough resource inventory, managers are able to develop more focused action plans and set pragmatic targets, thereby ensuring organizational strategies are realized effectively and efficiently.

Despite its vitality, HR planning systems often face various challenges, including inadequate planning models, suboptimal implementation, limited monitoring and evaluation, and insufficient support. Abbasi et al. (2023) warned that these shortcomings, if unaddressed, can hinder the effectiveness of HR planning and overall organizational performance.

In Indonesia, digital transformation within HR planning is further constrained by several factors, such as limited technological infrastructure readiness, low digital literacy, and insufficient strategic awareness regarding the urgency of adaptation to meet the demands of the Industry 5.0 Revolution (Ramadian et al., 2025). Therefore, both problem identification and the implementation of corrective strategies become exceptionally critical. These measures are necessary to ensure that HR planning is systematic and supports the achievement of organizational goals, specifically those related to zakat fund management at BAZNAS West Nusa Tenggara.

One strategic solution is through talent management-based training, which aims to develop employee competencies and potential to enhance performance and prepare them for strategic organizational roles. This approach positions talent development as a key strategy to maximize workforce productivity and effectiveness (Arifin, 2023). Thus, BAZNAS West Nusa Tenggara is able to guarantee that recruited and developed employees possess relevant

competencies, adapt to socio-economic dynamics, and can enhance the effectiveness of zakat fund management through knowledge-performance optimization. This implies that systematic HR Planning not only contributes to improved individual performance but also reinforces overall organizational performance.

As a strategic instrument, HR Planning ensures the availability of a workforce possessing the precise quantity, quality, and competencies required to satisfy all organizational needs, covering both immediate and long-range requirements. The HR planning process subsequently moves through a sequence of critical phases, including workforce demand analysis, supply and demand forecasting, recruitment and selection procedures, the execution of training and development programs, and the formulation of employee retention strategies. HR Planning extends beyond mere administrative duties; it forms the core foundation for realizing effective business strategies, particularly within the scope of non-profit organizations that carry a social mandate and are compelled to adhere to stringent accountability standards, such as BAZNAS.

In the context of BAZNAS West Nusa Tenggara, HR planning must be adaptive to rapidly changing external dynamics. For example, digital zakat service strategies require HR personnel who not only understand information technology but also possess Sharia financial literacy and digital risk management skills. These competencies are essential for efficiently managing online collection channels, ensuring transaction security, and accurately analyzing donation trends. Furthermore, data-driven zakat distribution strategies require HR capable of socio-economic data analysis and mustahik mapping to ensure fair and targeted aid distribution. NTB's geographical complexity, comprising multiple islands with differing economic conditions, further complicates HR planning, as officers must be placed according to specific regional needs.

Systematic HR planning is also crucial to anticipate internal challenges. High turnover in the social sector, budget limitations, and the need for continuous competency development are factors that could disrupt program continuity. Therefore, BAZNAS needs to implement proactive HR strategies, including succession planning to develop potential officers into professionals and mentoring mechanisms for new officers to quickly adapt to field tasks.

Moreover, mature HR planning allows the organization to align its talent pool with strategic priorities. For example, officers skilled in digitalization and data analysis can be assigned to online collection

projects or data-driven distribution programs, while officers with community empowerment expertise can be assigned to local economic strengthening programs. This approach not only improves operational efficiency but also ensures each officer contributes optimally according to their competencies, minimizing the risk of skill mismatch.

Overall, HR planning at BAZNAS West Nusa Tenggara is not merely about placing people in positions but developing HR capabilities sustainably to align with organizational strategy. Strategic HR planning is thus key to ensuring sustainable zakat management objectives, enhancing officer professionalism, and creating competitive advantages in facing social and digital challenges in the modern era.

B. Knowledge-Performance Quadrant Analysis

Knowledge Management (KM) and the Enhancement of Organizational Performance

Knowledge Management (KM) refers to a strategic process designed to establish, identify, and manage an organization's intellectual capital for the purpose of achieving sustained benefits. This discipline treats intellectual capital as a managed asset, enabling the acquisition of business knowledge from various sources and locations. Firman (2023) elucidates that knowledge management systems ensure the right information reaches the right individuals at the required time, provide instruments for analyzing relevant data, and facilitate responses based on the insights gained.

Knowledge management also encompasses information, skills, and abilities acquired by employees during their tenure to adapt to various environments and organizational needs. Values applied by employees in interactions with colleagues are integral to knowledge management practices, allowing organizations to optimally leverage internal experience (Abdulaal, 2020). Furthermore, knowledge-based HR practices play a vital role in organizational knowledge management, contributing to knowledge acquisition, development, and utilization to create added value. Cross-industry research indicates that implementing knowledge-based HR practices enhances capabilities tailored to industry characteristics and positively impacts organizational performance (Evangelista et al., 2023).

A key distinction in knowledge management implementation lies between the personalization and codification approaches. Codification emphasizes formalizing and archiving knowledge, allowing individual knowledge to be separated from its owner. This ensures knowledge remains accessible and usable

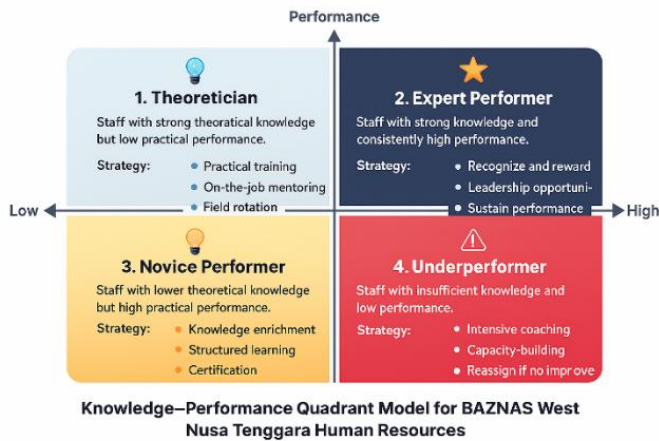
even if the original owner leaves the organization (Rubenstein-Montano et al., 2001). Despite this conceptual understanding, Alshamsi & Ajmal (2018) observed that many organizations have yet to integrate knowledge management strategy with organizational performance in practice, highlighting the need for a systematic approach. Knowledge creation progresses sequentially from data to information, then to knowledge, and ultimately to wisdom in organizational decision-making (Ncoyini & Cilliers, 2020). Structured and targeted knowledge management is thus essential for optimal contribution to organizational performance. According to Apostolou & Mentzas (2003), the primary goal of knowledge management solutions is to design a platform harmonizing both personalization and codification approaches, encompassing not only technology but also supporting components such as software, consulting methodology, and measurement systems. This platform requires a solid conceptual and theoretical foundation to ensure successful integration and implementation.

Based on these principles, the implementation of knowledge management integrated with HR practices at BAZNAS West Nusa Tenggara is highly relevant. By leveraging knowledge management systems and knowledge-based HR practices, BAZNAS can ensure that knowledge related to zakat fund management, community empowerment programs, and internal governance is preserved, shared, and utilized sustainably. This action not only improves operational efficiency and effectiveness but also reinforces organizational performance towards achieving strategic goals and enhancing *mustahik* (beneficiary) community welfare.

A theoretical model is a vital framework for organizing research findings, articulating underlying assumptions, and formulating verifiable hypotheses. Such a model is not the definitive solution, but rather serves as a foundation that acts as the basis for subsequent empirical testing. Within the scope of studies addressing HRM and corporate strategy, the knowledge-performance model plays a critical role in clarifying the reciprocal relationship between HR practices and organizational strategy, and the combined potential of both factors to enhance overall organizational performance (Drubin & Oster, 2010).

The knowledge-performance model is a strategic framework used to map HR quality based on two main dimensions: knowledge and performance. This mapping assists organizations in designing appropriate HR development strategies, placing individuals in optimal positions, and improving organizational

effectiveness in achieving strategic goals. In the context of BAZNAS West Nusa Tenggara, this model is highly relevant, as the success of zakat collection and distribution largely depends on the capacity and performance of officers in the field. The following quadrant diagram:



illustrates the model and its explanation:

Theoretician (High Knowledge, Low Performance)

- **Practical Example:** Staff who possess deep mastery of zakat fiqh theory, Sharia regulations, and zakat management rules but are less capable of implementing this knowledge in the field. For example, they may understand mustahik data collection mechanisms theoretically but struggle when interacting with communities in remote areas or facing the complexity of mustahik socio-economic needs.
- **Challenges:** The existing gap between theoretical conceptualization and practical implementation can significantly impede the achievement of organizational targets. This weakness potentially reduces the efficiency of zakat distribution, triggers dissatisfaction within the community, and ultimately lowers the institution's credibility.
- **Development Strategies:** Theoreticians require implementative training, on-the-job training, and field mentoring to translate theory into practical application. Field rotation programs can help them understand social contexts and enhance adaptability.

Managing the combination of all four HR types (as mapped by the model) is crucial for BAZNAS West Nusa Tenggara in achieving its business strategies. By mapping knowledge-performance, the organization can identify weaknesses, assess potential, and formulate targeted HR policies. HR policy implications include: training and certification programs for zakat officers to

enhance core competencies and the adoption of competency-based recruitment aligned with strategic needs, particularly in digitalization and social program management. To retain high-quality employees, motivating retention systems are implemented, such as performance-based incentives for the Professional category, supported by fair evaluation and promotion mechanisms based on measurable performance. These comprehensive policies also include the development of an organizational culture adaptive to digital transformation and increasing public demands.

Practical examples of BAZNAS West Nusa Tenggara's business strategy implementation namely digitalization, program innovation, and transparency in zakat management demonstrate that managing the combination of the four HR types is key to organizational success. Knowledge-performance mapping allows the organization to identify internal weaknesses, assess HR potential, and formulate effective HR policies, thereby supporting the optimal achievement of strategic objectives (BAZNAS, 2025). HR policies include officer training and certification programs, competency-based recruitment aligned with strategic organizational needs, especially in digitalization and social program management, retention systems with performance-based incentives, fair evaluation and promotion mechanisms, and the development of an adaptive organizational culture in response to digital and public demands (LSP BAZNAS, 2025).

One concrete implementation of BAZNAS NTB's business strategy is the digitalization of zakat management through QRIS (Quick Response Code Indonesian Standard) and SIMBA (BAZNAS Information Management System). QRIS simplifies zakat payment for muzakki via QR code scanning, while SIMBA provides an integrated platform managing the entire zakat process from collection to distribution. This digitalization improves operational efficiency, accountability, and transparency, strengthening public trust in the institution (BAZNAS, 2025; Antara News, 2025).

In addition, BAZNAS NTB is developing the BAZNAS Mobile application to facilitate zakat contributions and provide mobile social and health services reaching remote communities. Through BAZNAS Mobile Healthy Homes, communities access free health services, including basic check-ups, medical consultations, and minor treatments delivered by professional healthcare staff. Ambulance fleets are also available for patient referrals. Social assistance is provided through basic food packages for

underprivileged families. BAZNAS NTB Mobile demonstrates NTB BAZNAS's commitment to delivering fast, equitable, and inclusive services, ensuring zakat benefits reach those in need.

Furthermore, BAZNAS NTB runs the Zakat Productive Business Group Program (Z-KUP) to empower mustahik through business mentoring and productive capital provision. This program combines financial assistance with technical training and business guidance to ensure the sustainability of beneficiaries' productive activities. A successful example is Banjarjo Farm, which increased livestock productivity through intensive mentoring by BAZNAS NTB, including using livestock waste for compost production, demonstrating the effectiveness of combining financial support with technical empowerment (BAZNAS NTB, 2025). Other flagship programs include Z-Coffee, focusing on coffee shop development to empower SMEs with sustainable business opportunities, and Z-Auto, which develops motorcycle workshops to strengthen local service sectors. These initiatives enhance the technical skills of mustahik and strengthen community economic capacity.

BAZNAS NTB also collaborates strategically with Bank NTB Syariah to optimize zakat distribution. In September 2025, both institutions agreed to distribute IDR 7.2 billion for community empowerment and social assistance programs. This collaboration emphasizes multi-stakeholder synergy and maximizes the social impact of zakat funds (Antara News, 2025). Additionally, BAZNAS NTB participates in the Habitable House Program (MAHYANI) in partnership with the NTB provincial government, providing decent housing and training for beneficiaries to maintain and manage their homes. This approach integrates community empowerment into the non-profit organization's social strategy rather than merely providing physical assistance (BAZNAS NTB, 2024).

Programs supporting 950 students and 1,300 temporary educators demonstrate the integrated implementation of business strategy and HR planning. This approach emphasizes not only zakat collection but also measurable, inclusive, and needs-based benefit distribution. Knowledge-performance analysis shows that institutional knowledge and HR capacity strengthening enhance both zakat distribution effectiveness and overall organizational performance. HR professionalism is further strengthened through training and certification programs focusing on core competencies such as zakat management, digital services, and community empowerment. These initiatives ensure BAZNAS NTB personnel possess

relevant knowledge and skills, can adapt to external dynamics and technological changes, and support the sustainable achievement of organizational strategic objectives (LSP BAZNAS, 2025).

Through digitalization, empowerment program innovation, cross-institution collaboration, and professional HR development, BAZNAS NTB has improved operational efficiency, expanded service coverage, and delivered tangible benefits to the community. These successes highlight the importance of strategic and adaptive HR planning in achieving organizational goals, particularly in non-profit institutions with strong social missions (BAZNAS, 2025; LSP BAZNAS, 2025; Antara News, 2025).

Conclusion

The business strategy of BAZNAS Province NTB, which includes digitalization of zakat services, innovative community empowerment programs, and enhanced transparency, requires competent and high-performing human resources. Systematic and adaptive HR planning is crucial to ensure proper workforce placement, minimize skill mismatches, and support program sustainability. A human resource mapping model based on competence and performance enables tailored development strategies for individual employees, thereby enhancing professionalism, organizational credibility, and the achievement of social objectives. It is recommended that BAZNAS NTB conduct regular competence-based training and periodic performance evaluations to ensure effective implementation of the strategy.

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