



## Human resources management in the children's social welfare institution darul ilmi, Depok city

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### ABSTRACT

In every organization, including human service organizations, the role of human resources becomes very important, because the running of the organization is largely determined by the existence of human resources as a driver in resource management and organizational activities that are realized to achieve organizational goals. This study aims to examine human resource management in the setting of a child social welfare institution which is part of a human service organization. This study uses a descriptive qualitative approach. Data were obtained from primary and secondary data, while data collection techniques were carried out through observation, in-depth interviews and documentation studies. Data analysis was carried out through the stages of data presentation, data reduction, and drawing conclusions. The research location is at the Darul Ilmi Child Welfare Institution, Depok City, West Java Province. The results of the study indicate that human resources are very important in addition to other resources in child social welfare institutions because they involve management from planning to awarding staff or employees who are used as a unit in human resource management so that the realization of an effective and efficient organization can be achieved.



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## INTRODUCTION

In every organization, including human service organizations, human resource management's role becomes crucial because human resource management primarily determines the course of the wheels of the organization as a driver in the management of resources and organizational activities that are realized to achieve organizational goals. Understanding the importance of human resources is a focus to be considered, especially in human service organizations, because today, efforts to manage and develop human resources more massively are carried out in various forms of organizations, including human service organizations as outlined by Rivai (2018) without being supported by appropriate human resources both in quantity and quality, operational strategy, the organization will not be able to maintain its existence, develop and advance in the future.

Meanwhile, E Sutrisno in L.Rahmah (2021) suggests that human resources are the only resources with reason, desire, skill, knowledge, encouragement, power, and work. All the potential of human resources affects the organization of the effort in achieving goals. No matter how advanced technology is, the development of information, the availability of capital, and the availability of materials, it is difficult for the organization to achieve its goals without human resources. To obtain human resources who have competencies in their fields, it is necessary to take management steps to ensure that in the organization, the right human resources are available, both in terms of competence and also needs, so that they can create effectiveness and efficiency in the organization itself.

Furthermore Karim et al. (2021) asserts that the activities of modern organizations/companies are partially big, even decisive, depending on the quality of human resource management, which includes recruitment and selection of prospective employees, testing and interviewing with prospective employees, motivating and rewarding employees and encouraging their education and training more further, monitoring the careers of employees and providing assistance in career development, as well as assisting in stress management are increasingly mentioned (Jepsen & Grob, 2015; Sawaneh & Kamara, 2019). As an entity seen as necessary in an organization, without human resources, the organization will find it challenging to achieve its goals.

The description above provides an understanding that human resources are essential in addition to other resources in an organization, including in a human service organization because it concerns human resource management so that the realization of an effective organization and efficiency and achievement of goals can be realized (Legge, 2014). In the context of human service organizations, the study of human resource management is also a focus for academics and practitioners in the field of social welfare. This shows that studies related to human resource management in human service organizations are the focus of various parties, which then strengthens further curiosity to focus on the issue so that this study as a setting of the central point of research on human resource management will focus on human service organizations in the field of children's social services, namely the Darul Ilmi children's social welfare institution Ilmi which is one of the institutions that focuses on providing care, educational and social services.

Various literature makes the importance of human resources to realize quality services to clients. Therefore, research on human resource management in the institutional social welfare of Darul Ilmi children needs to be researched. The reason for choosing a research location at the children's social welfare institute Darul Ilmi, which is one of the proactive social welfare institutions and still exists in the provision of services that includes upbringing, education, and social and also the Darul Ilmi institution is one of the three children's social welfare institutions under the auspices of the muhammadiyah of Depok city which its management in terms of utilization and human development of resources can be studied. In addition, studies that link human resource management with the field of social welfare have been carried out, as mentioned above. However, research focusing on human resource management in children's social welfare institutions is still very minimally carried out, especially in Indonesia.

What underlies academically the need for studies on this issue is to enrich the study of human resource management and in particular to gain an in-depth understanding of human resource management, especially in children's social welfare institutions. Attention to issues or problems of children's social welfare has become a concern for many parties. It has become a crucial issue until now, related to efforts to implement social services for children through children's social welfare institutions. Long before the handling of children's social welfare problems in the form of social welfare institutions as they are today, in general, the issues of children's social welfare were handled through traditional community institutions including the upbringing and fulfillment of basic needs of children. Thus, the management of children's social services in children's social welfare institutions must be carried out professionally and to lead to this, various kinds of policies related to the protection and implementation of children's social welfare in Indonesia are contained in various laws and regulations. These policies are intended to ensure that the protection and implementation of children's social welfare are very important and must be carried out by all parties, both individually, family, group, and/or community. The realization of the implementation of children's social welfare through social welfare institutions is not only one of the consequences of the policies mentioned above, but also because the problem of children's social welfare becomes very complex along with social changes that result in shifts in functions and structures in society that are no longer able to keep up with the order of social change and sub-systems that exist in society. Thus, the institutional implementation of children's social welfare through social welfare institutions is the answer to the hope of strengthening social service institutions that were previously carried out through the functions of traditional community institutions.

Human resource management is responsible for identifying, selecting, and appointing competent people, training, facilitating, and motivating them to perform at a high-efficiency level, and providing mechanisms to ensure that they maintain their affiliation with the organization (Odeku, 2015; Sinambela, 2016). Human resource management is also the art of developing human beings and their potential for personnel and organizational growth, it is the process of integrating human resources and organizations together to ensure that their individual and collective goals are aligned (Byrnes, 2014; Hecklau et al., 2016). People have always been considered an important factor in the organization's arrangement, unlike other resources, such as technology, finance, and materials, which can be purchased, human resources are very important and need to be handled carefully.

Often, organizations pay attention not only to employee productivity but also to the commitment of employees and the coaching of their abilities for utilization and growth (Marchington et al., 2016). The strength of human resources in an organization including human service organizations is increasingly realized so that humans are seen as the most important asset of various resources in the

organization. The strong position of humans in organizations exceeds other resources such as materials, methods, money, machines, and markets, thus encouraging experts to contribute theories about human resource management (Stone et al., 2020). In theory this research refers to the concept of human resource management Kettner (2013) which includes; recruitment, selection, introduction, career development, performance appraisal, and termination of employment. These aspects are closely related to improving the quality of services in children's social welfare institutions. As previously stated, human resource management is very important and is also the focus of studies by various parties, especially in the field of social welfare. Research on human resource management in human service organizations both in Indonesia and in other countries was carried out, among others, by Bhagya (2020); Hadiani et al. (2017); Pratami et al. (2016). From some of these studies, the focus is on human resource development through employee training, professional and performance improvement, as well as human resource competencies. Other emphasis related to challenges and opportunities to human resource management, the management function of human service organizations, and volunteer management as part of human resources in human service organizations. Some research on human resource management that focuses on human service organizations in several countries including Gile et al. (2022); Piatak et al. (2020); Pham (2021). Some of the focus descriptions of the research are the practice of human resource management of service organizations, the activation of public services and human resource management processes, the relationship between human resource management practices, work involvement and employee behavior and the role of human resource management in relation to the suitability of people and the environment.

In addition Rafli (2022) a result of his research outlined that human resource management is applied in several steps including holding human resources which include, job analysis, human resource planning, recruitment, human resource selection, placement of resources d aya human beings, providing compensation, integrating management, and developing human resources, maintaining human resources. In the implementation of human resource management, it is inseparable from the supporting factors, namely the possession of qualified human resources, the sincerity of each management, and the support of the community. Meanwhile, factors that are obstacles to the application of human resource management are the problem of dormitory places. the problem of funds, and the limitation of human resources.

Sulasmi (2020), elaborated that The Human Resources of Child Welfare in a study at the Children's Social Welfare Institute in Bengkulu, especially in the al-Mubarak children's social welfare institution does not meet the standards of children according to the criteria in the social monetary regulation Number 108 / HUK / 2009 concerning the certification of the social profession of workers and social welfare workers, besides that there were also found several aspects that did not meet the standard of care according to the minister of social affairs of the republic of Indonesia ministerial regulation number 30 of 2011.

Based on the description of various research results related to human resource management in human service organizations and specifically in children's social welfare institutions, it shows that specialization in studies that focus on human resource management not only on organizations such as profit-oriented companies or agencies or government institutions only in human service organizations such as children's social welfare institutions both carried out by the government and by the community in this case among them are organizations religious. In this context, the focus of the research carried out is human resource management at the Darul Ilmi children's social welfare institution, which is one of the institutions under the auspices of muhammadiyah. In general, by looking at the various kinds of research mentioned above, it is clear that human resources are very important in social welfare institutions. however, there is still a long way to go between ideal and reality.

This is also the case in research conducted at the children's social welfare institution Darul Ilmi. In reality, there are similarities in conditions between the results of previous studies and those carried out in this research. In the point that with the condition there is a point of similarity. However, what gives something different between the previous research and the current one is the focus of discussion related to human resource management which covers aspects of recruitment, selection, orientation, development, performance appraisal and termination as stated by Kettner (2013). More specifically, the research focused on the social welfare institution of Darul Ilmi children which is under the auspices of muhammadiyah, until now, muhammadiyah is still focused on providing children's social welfare services through many of its social welfare institutions.

## RESEARCH METHODS

This research uses a descriptive method with a qualitative approach. As for data collection techniques, interviews, observations, and documents are derived from informants from administrators and implementers in the children's social welfare institutions Darul Ilmi. This study aims to find out how human resource management in the social welfare institution of muhammadiyah Darul Ilmi children in Depok City.

## RESULTS AND DISCUSSION

Based on the results of research conducted that human resources become very important in providing services and because of this it was found that in general the needs of human resources in social welfare institutions and the ideal ilmi are actually educationally with a background in social welfare science or social work so as to be able to organize various things including in terms of services to clients. But in fact, there is only one human resource with a background in social welfare disciplines. However, in another section, it is stated that any background is not a problem but at least understands the concepts academically and policies related to social welfare, because do not let already not understand but not willing to accept any policy that is in accordance with the field of social welfare.

Because the policy in Indonesia relating to children's social welfare institutions is already very good, for example, there are child protection laws, the national standards of child care are in line with policies the government in Muhammadiyah itself has been very much in sync with has become government policy. Basically, in the social welfare institutions of muhammadiyah Darul Ilmi children, there are already human resources whose social welfare background and their existence have a great influence on changes in policies, systems management and service.

However, in the process, there are still differences in internal views, especially with regard to the paradigm of a social service that corresponds to the concept of social welfare as well as from the government's own policies. Therefore, rhythm regulation must be carried out, for example, were slowing down the pace because they have to understand in advance the management who does not understand the concept of social welfare, but must continue to educate internally. The existence of human resources in the children's social welfare institution Darul Ilmi is depicted in a structure with a composition consisting of the coach, head, deputy head, secretary, treasurer, the field of facilities and infrastructure, logistics, public relations and funding, education, and social services. The majority of human resources on the board are residents of muhammadiyah and aisyiyah at the branch level and branch Beji. In the operation of the institution, there are human resources who carry out daily services such as social workers, caregivers, administrative personnel and cook attendants assisted by groups of students who do internships.

**Table 1 Classification of Human Resources Darul Ilmi**

No.	Human Resource Classification	Number (Persons)
1	Management	33
2	Social Worker	1
3	Administration	1
4	Caregivers	2
5	Cook	1
6	Productive Economy Managers	2

Source: Interview Results in 2022

Based on the table 1 above, it can be explained that the composition of human resources in the social welfare institutions of Darul Ilmi children. In the management structure, the majority ranges from the chairman, vice chairman, secretary, and treasurer, the field of upbringing, education and social services as well as the field of religious guidance. Meanwhile, in the operational part of the institution or commonly referred to as daily staff is the frontline human resources in providing client head services and activeness others. Based on the findings, it was found that there was an imbalance between existing human resources and the number of children, especially the minimal number of caregivers when compared to the number of children, in between the imbalance in carrying out the citation of other services thus slowing down the various activities that exist. The following relation to this research that focuses on human resource management in children's social welfare institutions Darul Ilmi can be described in various aspects.

## **Aspects of Recruitment and Selection of Human Resources**

In relation to the implementation of this study, to see how human resource management in children's social welfare institutions Darul Ilmi, it can be generally conveyed that its implementation can be said that it is not ideal, its management is still carried out by internal human resources of muhammadiyah and aisiyah considering that the social welfare institution Darul Ilmi is under the auspices of muhammadiyah religious organizations. For example, in the context of the management structure filled by people entrusted by the muhammadiyah regional leadership who houses the social welfare institution of the Darul Ilmi children they are decided based on the results of the discussion and mutual agreement in one board meeting forum. In addition to the human resources in the management structure section of the Darul Ilmi children's social welfare institution, there are also human resources that focus on the operation of the institution. In other words the daily staff directly handles the service consisting of caregivers, social workers, administrative personnel, cooks and-duty productive economic enterprises.

The relationship with the pattern of recruitment and selection of service staff has been carried out, it's just that the information is not widely open to the public but is limited to muhammadiyah and aisiyah circles so that the recruitment pattern is based on information there is a need for staff then who has the closest acquaintances of the administrators themselves can recommend and in that case the point of emphasis is based on the basis of trust, it is well known to the family dan its origins then rectifiedomedation and henceforth given a probationary period for the first three months. If in the experiment is considered feasible then it will be designated as a staff through the decree of the head of the institution but if it is not feasible then it cannot be accepted to be a staff, and in essence the trial phase is a very good thing determine whether or not the staff is employed.

It is recognized that the pattern of recruitment and selection is still not ideal, but that does not mean that the policies and regulations governing this do not exist there is a principle of policies it already exists. It's just that there are still many administrators who do not understand and still have traditional paradigms so they are hampered in the implementation of various rules, the guidelines that exist ideally by understanding the teething but also becomes a thing to do. It can be further stated that the criteria in recruiting and selection in writing there are rules from the Muhammadiyah central leadership, namely guidelines for the service of muhammadiyah children's social welfare institutions, but in reality it becomes not used in the end if we look at the pattern that was conveyed earlier. However, there is certain personnel who must really tighten the recruitment of and their selection such as social worker and administrative personnel because in principle the administration also helps the activeness of social work, the exception of pada staff who are caregivers, cooks, for sa mpai currently cannot be applied to these ideal rules. Because the situation still survives very much with the traditional pattern even though it was born from the deliberations of the keepers, however, it was carried out during the three-month trial period to be really ensure the staff hired is as needed.

## **Human Resource Orientation**

The orientation of human resources both from the management, and operational staff in the children's social welfare institution Darul Ilmi is carried out in various ways including internally to introduce more details that relate to policies, services, the environment as well as the rules of activity and activities in the social welfare institutions of Darul Ilmi children are carried out through regular meetings or meetings with a minimum of one meeting once a week, that apart from being a place to introduce institutional matters, it is also used as part of education and monitoring. In addition to the introduction related to the above that muhammadiyah religious organizations have their own characteristics that distinguish from other organizations that all staff who work in institutions under his auspices was given further identification of muhammadiyah, Islamic which is done through baitul arqam a forum typical in muhammadiyah that every one who works in the amal business of muhammadiyah including the social welfare institution of the child must following baitul arqam, as a space to not only introduce institutional operational policies but also the vision of the muhammadiyah organization was also introduced as a guide in working in muhammadiyah charitable enterprises such as the social welfare institutions of Darul Ilmi children.

### **Human Resource Development**

Human resource development is very important, in the institutional social welfare of Darul Ilmi children, these development efforts are carried out with various approaches that are directly the focus of which include conducting education, socialization, and also sharing directly to discuss them together in various meetings. The capacity strengthening of the staff has not been made systematically but is carried out through regular meetings, both weekly and quarterly, and annual meetings. The guidance carried out to the staff in the institution includes many things including strengthening aspects of policy understanding from both the government and muhammadiyah, besides that also the development of capacity on operational and service matters is also the focus that is carried out even though again it has not been done ideally.

### **Human Resource Performance Assessment**

The implementation of the performance assessment in the social welfare institution of Darul Ilmi children has not been carried out. A formal assessment such as a written assessment, absenteeism and written management has not been carried out. However, the pattern of performance appraisal carried out is in the nature of the agenda of deliberations and meetings that are held regularly such as one-time meetings in ten days for evaluation and conducting performance appraisals as well as efforts to find various alternative solutions to existing problems or evaluation results. That the hope is that in the future with more organized management, human resources are also added so that the pattern of performance acquisition can be carried out professionally.

### **Termination of Human Resources Employment**

As a charitable enterprise under the auspices of the muhammadiyah religious organization that the rules of the game relating to termination of employment have been regulated in the rules of the social service assembly of the muhammadiyah central leadership as a field that takes care of children's social welfare institutions but cannot be implemented ideally, however, the termination of the board and the termination of employment with the staff are carried out by deliberation, and if there are problems made by the staff, then the warning steps are tiered. The termination of the work as much as possible is done with a family, as humane and humane as possible. However, if you do not heed the mechanism and or the opportunity of the family, it will be dismissed directly with the decree of the increase revoked without any more deliberative mechanisms. However, one of the uniqueness of muhammadiyah the principle of kinship is very much felt even in termination of employment.

### **CONCLUSION**

The development of social welfare institutions has made progress that previously services on social welfare issues, including children's problems were carried out through traditional institutions. Nowadays, efforts to carry out various transformations of more professional services have become consensual for many parties, including the social welfare institutions of Darul Ilmi children. In the context of this study, it can be conveyed that human resource management is very important as an effort toward more professional institutional management. Children's social welfare institution Darul Ilmi can be conveyed to be organizing to become a more professional institution in children's social welfare services both from the aspect of policy, management of various aspects, as well as on human resources. The application of human resource management in children's social welfare institutions Darul Ilmi is still not ideal as a mandate of policies and professional management patterns but rather for now it is still in that direction. The pattern implemented to date that the relationship with human resources from recruitment to termination of employment processes exists and it is done only that it is not really in accordance with what should be good in terms of policy and the implementation of its services, because of the process that carried out in human resource management is carried out by deliberation and consensus, and tends to ignore professional stages.

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