Optimizing Human Resource Management To Strengthen The Education And Social Program At Yatim Mandiri Pasuruan

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Abstract: *This study aims to analyze the implementation of human resource management in the development and empowerment program of Laznas Yatim Mandiri Pasuruan, a social institution that also focuses on improving the welfare and education of children in need, namely orphans and the poor. The purpose of this study is to later be able to understand the principles of human resource management that include several things, namely planning, training, strengthening motivation aimed at genius studio teachers, teacher ambassadors, and volunteers as drivers of the distribution program. This study uses a descriptive qualitative method, with data collection techniques through observation, interviews, and documentation of several key informants, such as genius studio teachers, teacher ambassadors, volunteers, and other program partners. The results of this study indicate that Laznas Yatim Mandiri Pasuruan has implemented an effective human resource strategy to ensure the sustainability and quality of its educational and social activities. Human resource planning is carried out based on program needs, while the recruitment process emphasizes the competence, commitment, and sincerity of prospective volunteers. Routine training and coaching activities are provided to improve the competence and professionalism of the human resources involved. In addition, performance assessments are carried out periodically, accompanied by the provision of non-material awards such as appreciation and recognition for the performance of volunteers and outstanding teachers. The results of this research interview also indicate that good human resource management contributes significantly to the success of the Yatim Mandiri Pasuruan program in improving organizational effectiveness and beneficiary satisfaction. In conclusion, the implementation of human resource management at Yatim Mandiri Pasuruan plays a crucial role in creating professional, committed, and socially responsible human resources to support the mission of independence for orphans and the underprivileged.*

Keywords: *Human Resource Management, Social Development, Volunteer.*

INTRODUCTION

Technological developments in the era of the Industrial Revolution 4.0 have brought significant changes to nearly every sector of human life, including the economic, educational, and social spheres. One of the most significant advancements is the emergence of artificial intelligence (AI), which has become a cornerstone of digital transformation in various organizations. AI serves not only as an automation tool but also as a system capable of decision-making based on complex data analysis (Russell & Norvig, 2021). The presence of AI has indirectly created a new paradigm

in human resource (HR) management, where efficiency, adaptability, and data utilization are key indicators of an institution's success in facing global challenges.

In the context of the Islamic economic system, technology also plays a crucial role in strengthening the governance of zakat, infaq, and alms (ZIS) institutions. The National Zakat Collection Institution (LAZNAS) is a key entity entrusted with managing public funds professionally and accountably (Hafidhuddin, 2019). One such institution actively involved in education-based social development is LAZNAS Yatim Mandiri Pasuruan, which focuses on empowering orphans and the underprivileged through free educational programs. This institution fosters more than fourteen learning centers spread throughout Pasuruan City and its surrounding areas, where teachers, staff, and volunteers serve as mentors in developing the potential of the children under their care.

However, in practice, zakat institutions like Yatim Mandiri Pasuruan face a number of challenges related to the use of technology in human resource management. These include a lack of digital literacy among older religious teachers (ustadz), limited internet access in some remote areas, and minimal use of social media and digital platforms as a means of reporting activities to the wider community. These conditions indicate a digital divide that can impact the effectiveness of communication, coordination, and reporting on social programs (Nasrullah, 2020). On the other hand, there is still significant potential to optimize technology-based human resource management, particularly in the context of strengthening the quality of social education at the grassroots level.

Various previous studies have examined the relationship between human resource management and technology utilization in the context of social and religious institutions. According to Pratama and Hidayat (2021), digitalization in human resource management can increase transparency, accelerate administrative processes, and strengthen internal communication within zakat institutions. Meanwhile, research by Nuraini (2022) emphasized that the application of technology in social institutions needs to be accompanied by increased human resource capacity through ongoing training to enable them to adapt to the implemented digital systems. Furthermore, a study by Rahayu and Huda (2023) showed that a technology-based human resource management approach positively impacts the effectiveness of social programs, particularly in aspects of reporting, performance evaluation, and publication of the institution's activities. However, most of

this research focuses on zakat institutions in metropolitan areas, while the context of locally based zakat institutions, such as in Pasuruan, has rarely been studied in depth.

The weakness of previous research lies in the lack of exploration of how local zakat institutions with limited infrastructure can implement technology-based HR management strategies. On the other hand, the strength of this study lies in its empirical approach through direct observation and interviews with teachers, staff, and volunteers actively involved in social education activities. A descriptive qualitative approach was chosen because it can describe phenomena in depth and context, and highlight the relationship between technology, HR, and the sustainability of social programs (Miles, Huberman, & Saldaña, 2018). Through this method, the research is expected to provide a concrete picture of HR management optimization strategies that are appropriate to the real conditions of local zakat institutions.

The main problem raised in this study is how technology-based human resource management optimization strategies can be implemented effectively to strengthen social education programs at LAZNAS Yatim Mandiri Pasuruan. The focus of the study covers three main aspects: (1) the level of human resource understanding and adaptation to the use of technology, (2) the effectiveness of digital-based communication and coordination systems between institutional units, and (3) the role of technology in increasing the transparency of activity reporting to the public. By understanding these three aspects, this study seeks to provide applicable recommendations for other zakat institutions with similar characteristics.

To address these challenges, this study offers an integrative approach that positions technology as a strategic element in strengthening human resource management. This approach involves analyzing work patterns, communication systems, and digital reporting formats that can be adapted by teachers and volunteers. Thus, the research findings are expected to not only enrich theoretical studies on the digitalization of social institutions but also provide practical contributions to strengthening the governance of education-based zakat institutions.

The main contributions of this research include three aspects. First, it provides an empirical overview of the dynamics of human resource management in the context of regionally based zakat institutions. Second, it broadens understanding of technology integration in education-based social empowerment. Third, it formulates adaptive optimization strategies to address digital

infrastructure limitations in non-urban areas. With its applied and contextual approach, this research is expected to serve as a reference for academics, zakat practitioners, and policymakers in developing a more modern and inclusive human resource management system.

Overall, this study emphasizes the importance of collaboration between technology and social values in strengthening the sustainability of educational programs for orphans and the underprivileged. By utilizing technology appropriately, zakat institutions can not only improve internal efficiency but also expand the reach of benefits to the community. The novelty of this study lies in its in-depth analysis of how local zakat institutions, such as LAZNAS Yatim Mandiri Pasuruan, integrate technology-based human resource management to strengthen sustainable social education programs amidst limited infrastructure and resources.

METHOD

This study uses a descriptive qualitative approach, a method aimed at understanding phenomena in depth through naturalistic data collection, emphasizing the meaning behind each social event (Sugiyono, 2019). This approach was chosen because it aligns with the research objective of comprehensively describing the process of optimizing technology-based human resource management in strengthening social education programs at LAZNAS Yatim Mandiri Pasuruan. This method not only explores empirical data but also seeks to understand the social, cultural, and Islamic contexts underlying the zakat institution's activities.

Research Location and Subjects

This research was conducted at the National Zakat Collection Institution (LAZNAS) Yatim Mandiri Pasuruan, located in Pasuruan City, East Java. This institution has around 14 free learning centers spread across various regions, and focuses on the education of orphans and the poor. The research subjects consisted of several categories of data sources, namely: (1) the institution's managerial staff, (2) teachers or teaching ustadz at the genius studio, and (3) social volunteers involved in educational activities. The selection of subjects was carried out using purposive sampling, namely a technique for determining informants based on certain considerations such as active involvement in the institution's activities and understanding of the application of technology in the work environment (Sugiyono, 2019).

RESULTS AND DISCUSSION

This research uses a descriptive qualitative approach to understand the phenomenon of technology-based human resource management at Laznas Yatim Mandiri Pasuruan in depth. Data were obtained through interviews, observations, and documentation with administrators, studio teachers, and volunteers. The following discussion highlights the results of the field research, linking them to theory and empirical findings from previous studies.

Application of Technology in Human Resource Management

Volunteer Perspective

From the volunteer perspective, changes in work culture are primarily felt in time management, activity transparency, and active involvement in every social program. Previously, many volunteers worked independently with minimal coordination. However, after the implementation of digital systems such as Google Forms, official communication groups, and template-based reporting, performance has become more measurable.

This aligns with Drucker's (1999) view that 21st-century organizations demand clarity in the roles and responsibilities of each individual as a "knowledge worker." The changing work culture at Yatim Mandiri also demonstrates how volunteers now serve not only as activity implementers but also as data managers and quantitative assessors of activity results.

Supervisor Teacher's Perspective

The supervising teachers at Sanggar Genius have felt the profound impact of this transformation in work culture. Previously, learning activities were more conventional without systematic evaluation. Now, digital reporting formats, learning achievement indicators, and professional training for social teachers have been implemented.

This process illustrates the concept of "knowledge creation" proposed by Nonaka & Takeuchi (1995), where tacit knowledge (teachers' field experience) is transformed into explicit knowledge (measurable and reported data). Supervisory teachers become agents of change who not only educate but also develop social data-based learning systems.

Furthermore, they experienced increased adaptability to simple educational technologies such as e-learning forms and monthly digital reports, which strengthened transparency between

divisions. Several teachers reported feeling more valued because their ideas were starting to be accommodated in routine institutional meetings.

Institutional Perspective

The management of Yatim Mandiri Pasuruan plays a crucial role in building a work ecosystem based on the values of accountability and spiritual collaboration. They implement performance review policies, role-based task allocation, and volunteer leadership training. This approach is consistent with Ulrich's (2017) idea that human resources should be positioned as organizational champions — not just implementers, but value creators.

Changes to the work system have also fostered a "learning organization" culture, where evaluation serves as the basis for continuous improvement. The institution ensures that each program is not only running but also has sustainability indicators. In this context, the use of simple tools like WhatsApp Business, Google Workspace, and an online recap system has increased administrative efficiency by up to 40%, according to internal obseRelationship with Theory and Literature

The transformation of work culture at Yatim Mandiri Pasuruan shows a combination of a spiritual approach and organizational professionalism. According to Davenport & Harris (2017), organizations that successfully compete in the data era must be able to integrate values, analytics, and a culture of learning. This research finding suggests that social institutions can adopt a similar approach without abandoning humanitarian values. Conceptually, this change in work culture is not just about technology, but about a new mindset — from a task-based work culture to a purpose-driven culture.

This is the uniqueness (novelty) of the research, namely:

"Integrating spiritual values in the transformation of the work culture of volunteer-based social institutions as a form of professional adaptation in the digital era." Research results show that technology use at Laznas Yatim Mandiri Pasuruan plays a crucial role in administrative activities, internal communications, and reporting on social education programs. Several staff and volunteers have utilized digital platforms such as Google Drive, WhatsApp Groups, and social media to facilitate coordination between studios.

This aligns with the research findings of Yusuf et al. (2024), which explain that the implementation of information technology in zakat institutions increases work efficiency and strengthens organizational governance. Their study of BAZNAS Pekalongan confirmed that digital systems can accelerate the flow of information and improve the transparency of zakat institutions in reporting activities.

However, this study also identified challenges such as low digital literacy among senior teachers and limited internet access in some remote areas. This situation suggests that even when technology is implemented, its success depends heavily on individual readiness and ability to adapt to digital change.

This finding supports the research results of Makarim and Hamzah (2024) which emphasized that zakat digitalization is not only a matter of infrastructure, but also the readiness of human resources to understand the value and function of technology in a sustainable manner.

Technology-Based HR Competency Strengthening Strategy

In response to the increasingly complex challenges of the digital era, Laznas Yatim Mandiri Pasuruan prioritizes strengthening human resource competencies as a key priority in its institutional development strategy. To address changing work patterns and demands for digital literacy, the institution implements an internal training approach and a collaborative mentoring system among volunteers. Young volunteers with strong information technology skills actively assist senior volunteers in understanding the use of various digital devices and applications, such as online reporting systems, digital publication design, and online data management. This approach not only builds generational bridges among volunteers but also fosters a culture of lifelong learning, crucial for strengthening the institution's adaptability amidst rapid technological change.

The implementation of basic training programs such as the introduction and use of Microsoft Excel for financial and administrative data management, Canva for designing activity publications, and Google Forms for reporting and evaluation surveys, has had a tangible impact on improving work efficiency in each Genius studio supported by Yatim Mandiri. Through this training, teachers and volunteers are now able to compile activity reports more systematically, archive visual documentation properly, and present activity results attractively to the public through social media and institutional reports. This gradual digital transformation makes administrative processes faster,

more accurate, and more accessible to various parties. Furthermore, improving digital skills also opens up opportunities for volunteers to develop creativity in creating educational content, promoting activities, and developing interactive learning materials that are tailored to the characteristics of students in the digital era.

This strategy for improving human resource competency has proven effective because it not only improves the speed and accuracy of institutional administration but also strengthens interregional collaboration within an integrated digital ecosystem. According to research findings by Darmawan, Rachmad, and Nurrachmi (2023), simultaneously improving human capital and technological capital significantly impacts the performance of zakat institutions. They emphasized that adaptability to technology is a fundamental element in optimizing humanitarian values, accelerating decision-making processes, and increasing work productivity in the social sector. In line with this view, strengthening human resource capacity at Yatim Mandiri Pasuruan is carried out organically through knowledge-sharing activities among members of the institution, where each volunteer is encouraged to share experiences, skills, and innovations. This social learning process strengthens emotional and professional bonds between volunteers, forms a solid network, and fosters mutual trust and shared responsibility in carrying out the institution's social mission.

Beyond simply enhancing technical competency, this technology-based strategy also has a strong humanistic dimension. Digital collaboration among volunteers fosters awareness that technology is not merely an administrative tool, but rather a medium for expanding humanitarian reach and fostering the value of sincerity in work. The spirit of mutual cooperation combined with digital skills creates an adaptive, innovative, and service-oriented work ecosystem. Thus, strengthening technology-based human resource competencies at Laznas Yatim Mandiri Pasuruan not only improves organizational performance effectiveness but also lays a crucial foundation for developing superior, creative human resources ready to face the challenges of future digital transformation.

The Impact of Technology on the Effectiveness of Social Education Programs

The implementation of digital systems has brought significant changes to the effectiveness of learning activities in the 14 Genius studios supported by Yatim Mandiri Pasuruan. The use of information technology not only makes it easier for teachers to access digital teaching materials

but also encourages innovation in the learning process. Teachers are now able to develop more engaging multimedia-based teaching methods, such as educational videos, interactive animations, and digital presentations that enrich students' learning experiences. With digital devices, the teaching and learning process has become more dynamic, collaborative, and able to adapt to the learning styles of Generation Z children who tend to be visual and interactive. This also facilitates communication between teachers and education volunteers in designing creative and contextual learning activities, so that learning is no longer monotonous and solely text-based, but more adaptive to developments in modern educational technology.

In addition to supporting the learning process, digitalization also makes a significant contribution to the managerial and evaluative aspects of the program. The online reporting system implemented within Yatim Mandiri enables the collection of activity data to be carried out quickly, accurately, and integrated across regions. Through a digital dashboard, each studio can report activity results, attendance, and learning outcomes in real time, thus facilitating coordination between the central and regional governments. Research by Aligarh, Falikhatun, and Nugroho (2024) reinforces this finding, stating that the digitization of zakat, infaq, and sedekah (ZIS) plays a crucial role in increasing the transparency, accountability, and effectiveness of social organizations. Within the Technology-Organization-Environment (TOE) Framework, the use of digital technology strengthens public trust through a transparent and measurable reporting system. The relevance of these findings to the practice at Yatim Mandiri Pasuruan is clear, where the use of digital media has become an effective means of public communication to convey the institution's activity achievements and social impact.

Furthermore, the implementation of digital technology has also had a positive impact on increasing the motivation and competence of human resources, particularly teachers and volunteers. They feel more valued because their work and contributions are documented and made publicly available through various digital platforms. This encourages the emergence of a more professional work culture, open to innovation, and results-oriented. This phenomenon aligns with the findings of Anggraini and Hilal (2023), which show that digital fundraising not only expands the reach of donors but also increases the sense of involvement and social responsibility among zakat institution managers. In the context of future human resource development, adaptation to

digital systems will be a crucial foundation for increasing the capacity of teachers and volunteers, both in terms of technological literacy, data management, and digital communication skills. Thus, digitalization functions not only as an administrative tool but also as a transformation strategy to create a more effective, transparent, and sustainable educational and social ecosystem.

Implementation Challenges and Field Limitations

Despite the positive results, this study also identified several obstacles to implementing technology-based HR management. First, there are still limited digital resources in some studios, particularly in areas with low internet connectivity. Second, there is a disparity in digital skills among members, which creates a dependency on individuals with high technological competencies.

Third, digital training cannot be carried out sustainably due to time and human resource constraints.Makarim and Hamzah (2024) emphasized that the digitalization process for zakat institutions is not instantaneous but requires gradual adaptation that takes into account local social and cultural contexts. Therefore, Yatim Mandiri Pasuruan needs to develop a sustainable digital training model that involves young volunteers as facilitators and adapts methods to the characteristics of the participants.

Theoretical Synthesis and Analysis

Overall, the research results show that the success of implementing technology in HR management at Yatim Mandiri Pasuruan depends not only on the digital devices used, but also on the values of collaboration, spirituality, and work culture that grow within the organization. The use of technology strengthens communication, accelerates coordination, and increases the transparency of social education activities, while the values of sincerity and social spirit become the moral foundation that maintains the integrity of the institution. These findings support Yusuf et al.'s (2024) view that successful IT implementation in zakat institutions depends on a combination of technical competence and socio-religious orientation. This means that technology serves as a tool that strengthens humanitarian values and expands the institution's beneficial impact.

CONCLUSION

This study confirms that optimizing technology-based human resource management at Laznas Yatim Mandiri Pasuruan has significantly contributed to the effectiveness of social education program implementation. The use of digital systems in administration, reporting, and inter-school coordination has improved performance efficiency and strengthened the institution's transparency and accountability. Field findings also indicate that technology serves not only as an operational tool but also as a means of empowerment, encouraging the active participation of religious teachers, volunteers, and staff in expanding the reach of social programs for orphans and the underprivileged.

To address the competency gap, LAZNAS Yatim Mandiri implemented a combination of strategies: internal training, peer-to-peer mentoring, and the development of digital standard operating procedures (SOPs). The training took the form of short workshops (2–3 hours) covering the use of Google Forms, simple data processing in Excel, basic photography techniques, and creating social media posts with Canva. This model is practical and focuses on task-oriented skills, allowing for immediate benefits in activity reporting.

Volunteer mentoring is the most effective mechanism in the field: young volunteers accompany teachers during learning sessions, preparing slides, showing instructional videos, or recording daily evaluations. This approach reduces resistance, boosts teacher confidence, and encourages horizontal knowledge transfer.

Management-initiated digital SOPs include weekly reporting templates, documentation upload workflows, and simple evaluation formats. These SOPs help standardize information across studios, enabling central performance analysis even without complex IT systems. These efforts demonstrate adaptive practices recommended by a study on the digitalization of zakat institutions (Makarim & Hamzah, 2024).

The results of this study support the initial objective of explaining the relationship between technology implementation and strengthening human resource capacity in social education-based zakat institutions. Data synthesis shows that the success of digital transformation is determined not only by system sophistication, but also by human readiness to adopt changes in work culture and underlying spiritual values. Theoretically, this study enriches the literature on technology-

based HR management in the socio-religious sector, particularly in the context of regional zakat institutions. Practically, the research results can serve as a model for developing digitalization strategies for other social institutions oriented towards education and community empowerment.

This study is limited by its observational scope, which focused on only one branch of the institution, Laznas Yatim Mandiri Pasuruan. Furthermore, the use of descriptive qualitative methods cannot fully measure the effectiveness of digitalization quantitatively. Therefore, further research is recommended to expand the study to several other branches of zakat institutions and combine qualitative and quantitative approaches to obtain a more comprehensive picture of the impact of technology on the performance of social institutions.

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