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Sustainable Human Resource Management Model to Enhance The Performance of Non-Profit Organizations

The Context of Zakat Institutions in Indonesia

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Abstract

This study aims to propose a Sustainable Human Resource Management (SHRM) model for Lembaga Amil Zakat (LAZ) in Indonesia, intended to bridge the gap between zakat potential and its realization through the professionalization of amils based on Islamic values and Sharia governance. Drawing upon a systematic literature review (2018–2025), the study synthesizes the indicators, drivers, barriers, and benefits of SHRM. Subsequently, it proposes a model architecture that aligns zakat collection and distribution objectives with five HR subsystems: recruitment, selection, performance appraisal, training and development, and compensation. The model emphasizes the reciprocal fit between strategy and HR practices, the integration of economic, social, and environmental sustainability dimensions, and several key enablers: Sharia governance, Islamic work ethics, digital HRM, national HR certification (SKKNI), and Unit Pengumpul Zakat (UPZ) networks. Core practices include mission-based recruitment, key performance indicators (KPIs) that integrate financial performance, social impact, and sharia compliance, certified training programs, proportional and transparent compensation, and structured volunteer management. The phased implementation is designed to enhance competencies, service quality, digital efficiency, and accountability, ultimately leading to increased collection growth, improved distribution accuracy, enhanced HR retention, and increased public trust. This study contributes a practical framework for LAZ to integrate HR planning into a zakat strategy oriented toward maqashid al-shariah, while also outlining an agenda for empirical validation across different types of zakat institutions.

Keywords: Sustainable Human Resource Management, Lembaga Amil Zakat, Non Profit Organization, Maqashid al Shariah, Sharia governance

Introduction

Human Resource Management (HRM) is a vital internal function within an organization that ensures the effective utilization of human capital to achieve organizational objectives. Analyzing the impact of HRM policies and practices on institutional performance has become a crucial topic of discussion in contemporary organizational management (1). As emphasized by (2), effective HRM does not operate in isolation; instead, it must be integrated with the overall organizational strategy and performance (3). Previous studies have documented a significant relationship between effective HRM practices and corporate performance, particularly in terms of organizational productivity (4,5) and employee job satisfaction (6,7).

This study examines the issue of human resource management in non-profit organizations, using the Indonesian *Lembaga Amil Zakat* (LAZ) as a case in point. Although these institutions are not profit-oriented, they require a comprehensive understanding of how proper management of human capital can contribute to the improvement of zakat administration (1). Indonesia, as the country with the largest Muslim population in the world, holds substantial potential for zakat. According to data from the Ministry of Religious Affairs of the Republic of Indonesia, the national zakat potential is estimated at IDR 327 trillion annually; however, actual collection accounts for only about 2% of this potential (8). This condition highlights the significant gap that persists between the potential and the realization of zakat management in Indonesia.

As nonprofit organizations responsible for collecting, distributing, and utilizing zakat, LAZ face complex challenges in managing their human resources. Based on data from the Ministry of Religious Affairs, there are 179 LAZ with operational licenses, comprising 48 national-scale LAZ, 40 provincial-scale LAZ, and 90 district/municipality-scale LAZ (9). The growth in the number of these institutions reflects increasing public awareness of the importance of professional zakat management.

Previous studies have shown that nonprofit organizations possess distinctive characteristics in human resource management, including work motivation driven by social missions, reliance on volunteers, and financial resource constraints (10). In the context of *Lembaga Amil Zakat* (LAZ), this complexity is further compounded by the spiritual dimension and the need to integrate Sharia compliance into HRM practices.

The gap between conventional HRM practices and the specific needs of LAZ underscores the urgency of developing an HRM model that aligns with the unique characteristics and values of Islamic nonprofit organizations. An effective HRM model for LAZ must be able to integrate modern professionalism with Islamic principles, thereby creating a balance between social mission orientation and organizational sustainability.

There has been extensive discussion among scholars regarding how HRM practices vary across different jurisdictions and types of organizations, such as for-profit enterprises, nonprofit organizations, and public institutions. However, the literature specifically addressing the unique characteristics of HRM in *Lembaga Amil Zakat* (zakat institutions) remains limited. To fill this gap, the discussion on the key elements of HRM in zakat institutions—including recruitment, selection, performance appraisal, training and development, and compensation—was compiled from existing literature as well as additional sources such as Zakat Institutions' websites and publications.

Research Methods

This study contributes to the existing literature on Strategic Human Resource Management (SHRM) by presenting a systematic literature review on SHRM and proposing a conceptual framework for adopting sustainability through SHRM. The article examines the concept of SHRM through a systematic literature review, identifying the indicators, drivers, barriers, and benefits of SHRM adoption. These findings are valuable for practitioners, academics, and researchers. To achieve the objectives of this study, a systematic literature review (SLR) approach was employed, adapted from (11) Table 1 outlines the five stages undertaken in the SLR process (12).

Table 1 Systematic literature review phases

No	SLR Phase	Objective and methods used	(n) articles
1	Scope Formulation	Defining the scope of research to be in the bounds of Sustainable human resource management	Limiting by keywords :HRM Model, sustainability HRM, Non Profit Organization
2	Locating Studies Study	Duration: 2018-2025 Electronic databases such as Elsevier, Science Direct, Springer, Emerald, Taylor and Francis, Inderscience, IGI, EBSCO, John Willey, and Springer were explored. Keywords: sustainable human resource management, Human Resources and Sustainability	Articles identified from: Scopus database (n = 109)
3	Study Selection	Scholarly publications addressing the social and economic dimensions of sustainability and their application within Human Resource Management	Non relevant articles excluded by revievers (n = 52);
4	Analysis & Synthesis	Identifying the social and economic elements in shaping SHRM and the benefits derived from its implementation.	Articles assessed for eligibility (n=57)
5	Drawing the conceptual framework	Developing a conceptual framework for sustainability adoption through SHRM	Articles included in the review (n=15)

Adapted From Kumar *et al.*, (2020)

Sustainability Human Resources

SHRM is an emerging topic in the field of human resource management (13,14). Nevertheless, only a few studies have been conducted on this matter, particularly in non-profit organizations, as the field is still in its early stages of development. Based on its definition in the study of Jarlstrom (15), the fundamental concept underlying SHRM discusses that both profit and non-profit organizations strive to achieve various types of outcomes to meet the expectations of their stakeholders. These outcomes may include economic, social, human resource, or ecological results, and organizations often pursue them simultaneously, even though one or two may take precedence (16).

The concept of SHRM continues to evolve, as evidenced in the following 15 articles. SHRM is associated with employees who act responsibly toward themselves while actively participating in organizational decision-making. The success of SHRM is evaluated from both organizational and employee perspectives. Economic added value, organizational flexibility, and sustainability contribute to the organizational perspective, whereas employability, well-being, and personal responsibility contribute to the employee perspective. Cohen (17) identified three key characteristics of SHRM: justice, well-being, and employee development, along with five prerequisites: compliance, governance, ethics, culture, and leadership.

Result

SHRM is "long-term oriented conceptual approaches and activities aimed at socially responsible and economically appropriate recruitment and selection, development, deployment, and release of employees" (12). Organizations can achieve sustainability across three dimensions: economic, environmental, and social (17). Several studies have reported that Economic, Social, and Environmental Sustainability serve as key indicators as well as determinants of human resource sustainability. Companies are increasingly recognizing the interconnection between sustainability and its organizational impact. Consequently, more organizations are striving to transform themselves into sustainable entities by generating positive outcomes in the economic, environmental, and social domains. These outcomes also influence human resource sustainability. This study examines the elements of social and economic sustainability based on fifteen international journals indexed in Scopus and Sinta 2, highlighting how these elements can be integrated with human resource management functions and religious values in the case of LAZ (Islamic Philanthropy Institutions) in Indonesia.

Economic sustainability is associated with cost reduction, the conservation of valuable resources for future generations, and improved resource management. In the context of Sustainable HRM, economic sustainability refers to an organization's ability to maintain long-term economic performance and resilience through efficient, fair, and value-oriented HR practices, while simultaneously balancing social and environmental objectives within the triple bottom line framework. This emphasizes that HR strategies and policies must support sustainable profitability without "exhausting" human beings as the organization's primary assets (17)

Table 2 Classification of Articles Based on Raking/Index

Author	Journal	Index / Rank	Year
(18)	*Journal of Islamic Marketing*	Scopus Q2	2018
(19)	Journal of Cleaner Production	Scopus Q1	2019
(20)	Journal of Security and Sustainability Issues,	Scopus Q2	2019
(1)	International Journal of Islamic Finance	Scopus Q2	2019
(21)	Global Business Review	Scopus Q1	2020
(12)	International Journal of Engineering and Management Sciences	Scopus Q2	2020
(22)	Core functions of Sustainable Human Resource Management	Scopus Q1	2021
(23)	Jurnal Lentera	Sinta 2	2021
(24)	Internasional Human Resource Management (Wiley)	Scopus Q1	2023
(25)	Internasional Human Resource Management (Wiley)	Scopus Q1	2023
(16)	*Journal of the Knowledge Economy* (Springer):	Scopus Q2	2024
(13)	Central European Management Journal	Scopus Q2	2025
(26)	International Journal of Organizational Analysis	Scopus Q2	2025
(27)	Discover Sustainability (Springer Nature)	Scopus Q1	2025
(5)	Management Review Quarterly	Scopus Q1	2025

The literature on economic sustainability emphasizes that resource management efficiency, particularly HR efficiency, is a critical factor in enhancing organizational productivity and competitiveness (1,5,19,20,27). Strong management commitment enables such efficiency, as appropriate policies, strategies, and resource allocations ensure the successful implementation of sustainability programs (16,18,24,25,27). In line with this, the cost reduction strategy not only focuses on cost efficiency but also on optimizing business processes through human resource investment in response to global economic dynamics (13,16,21,23).

Meanwhile, employment guarantee serves as an important indicator as it ensures workforce stability and enhances employee well-being (1,13,16,27). At a broader level, organizations also act as enablers of economic drivers, not only strengthening internal performance but also fostering economic growth (19,27).

Table 3 Economic Sustainability in HRM

Indicators	References
HR efficiency	(20)(19)(1)(27)(5)
Management commitment	(24)(25)(16)(26)(18)
Cost reduction strategy	(13)(21)(16)(23)
Development of facilities	(25)
Employment guarantee	(13)(16)(1)(26)(5)
Enabler economic driver	(28)(21)(27)

Table 4 Social Sustainability in HRM

Indicators	References
Ability to fulfil the psychological needs	(13)(21)(16)(26)(27)
Social justice	(22)(16)(27)(18)(5)
The availability of career opportunities	(22)(1)(5)
Strengthening religious and cultural values for social benefit	(25)(26)(23)

The literature on social sustainability emphasizes the importance of fulfilling individuals' psychological needs as the foundation of social well-being. Studies by Purgał-Popiela (13), Iqbal (21), Ramgolam et al. (16), Abdallah (26), and Mahade et al. (27) demonstrate that organizations capable of meeting employees' psychological needs—such as security, recognition, and self-actualization—enhance both motivation and quality of life in the workforce. Furthermore, the aspect of social justice also serves as a key pillar of social sustainability. Piwowar-Sulej (22), Fesharaki & Sehhat (18), and Negt & Haunschild (5) affirm that social justice, which encompasses equal opportunities, fair treatment, and inclusiveness, contributes to the creation of a harmonious work climate.

In addition, the availability of career opportunities serves as an important indicator that ensures social sustainability by providing open pathways for career development accessible to all individuals (1,5,22). On the other hand, the social dimension is also reinforced by religious and cultural values that promote collective well-being. Ren et al (25) and Abdallah (27) highlight that the integration of religious values and local wisdom into social practices can strengthen social cohesion, enhance solidarity, and ensure that sustainability is not only oriented toward economic gain but also toward the overall well-being of organizational members. Thus, social sustainability reflects a balance between individual needs, social justice, opportunities for self-development, and the reinforcement of cultural and religious values.

Table 5 Benefit adopting SHRM

Variables	References
Organisational performance	(13)(19)(24)(16)(23)(5)(5)
Environmental performance	(22)(1)
Financial Performance	(20)(21)(16)

The literature demonstrates that the implementation of Strategic Human Resource Management (SHRM) provides various significant benefits for organizations, encompassing performance, environmental, and financial aspects. At the level of organizational performance, SHRM enhances productivity, efficiency, and competitive advantage by integrating human resource management with business strategies . In addition, SHRM supports environmental performance by promoting environmentally friendly practices and implementing green HRM, thereby reducing the negative environmental impact of organizations (1,22). From a financial performance perspective, SHRM contributes to cost efficiency, resource optimization, and long-term profitability (16,20). Thus, the adoption of SHRM not only generates internal benefits for organizations but also supports the broader achievement of sustainability goals.

Discussion

Integration Model of the Five HRM Function Subsystems with Sustainability Elements and Religious Values

a. Sustainable Recruitment and Selection

The recruitment practices of LAZ must integrate sustainability criteria with Islamic values. Recruiters make a mission-based recruitment system essential by assessing candidates not only on technical competence but also on their commitment to social and spiritual values. They apply the 'fit and proper' principle in the selection process, encompassing trustworthiness, integrity, and Sharia competence (29) The use of technology in recruitment can enhance reach and efficiency, including the utilisation of digital platforms and social media.

b. Development and training

LAZ designs training programs that cover three main components: zakat technical competence, soft skills, and digital literacy (30). They prioritise certification based on the Indonesian National Work Competency Standards (SKKNI) for the amil profession to ensure standardised quality of human resources. LAZ also develops sustainable career pathways that include job rotation, mentoring, and continuous learning.

c. Performance Management

The performance appraisal system of LAZ must integrate both financial and non-financial indicators, including social impact and Sharia compliance. Key Performance Indicators (KPIs) should cover fundraising targets, distribution accuracy, the satisfaction of muzakki and mustahiq, as well as organisational sustainability indicators (14). The implementation of a technology-based performance management system can enhance the objectivity and transparency of evaluations.

d. Compensation and Employee Welfare

The compensation system of LAZ must strike a balance between Sharia justice principles and sustainable practices (14). Compensation should be proportional to performance, transparent, and must not infringe upon the rights of the mustahiq. Welfare packages may include self-development programs, Sharia-compliant insurance, and non-financial benefits that support work-life balance.

Proposed SHRM Model for LAZ Indonesia

This section proposes a model that zakat institutions can use as a practical reference. By adopting specific principles, they design their own human resource strategies. The recommended HRM model for LAZ integrates recruitment, selection, performance appraisal, training and development, and compensation into a value-based system that aligns with the strategic objectives of zakat collection and distribution under Sharia compliance and the principles of internal-external contingency fit. This model aligns organizational strategies with HR policies and practices in both directions, enabling amil professionalism to enhance performance, strengthen public trust, and ensure institutional sustainability.

Figure 1 presents the "Improved HRM Model for LAZ", which directs organizational inputs—human resources, funds, and information—into five core HR processes: recruitment, selection, performance, training, and compensation. These processes then generate outputs such as employee welfare, organizational growth, and community empowerment.

Enablers provide the foundation of governance, standards, competencies, and networks to ensure that the five core HR processes run consistently, measurably, and in alignment with Sharia values and the social mission of LAZ. Without enablers, the processes become inconsistent, difficult to audit, and less impactful.

The model operationalizes enablers through five components. Sharia governance enforces compliance with Sharia in HR policies and practices. Islamic ethics shape a work culture of trustworthiness, fairness, and independence from conflicts of interest. SKKNI-based certification standardizes job competencies. Organizational certification and assessment schemes drive continuous improvement and accountability. UPZ networks foster collaboration, talent exchange, and joint training. Together, these components strengthen recruitment, performance, training, and compensation to deliver the intended outputs.

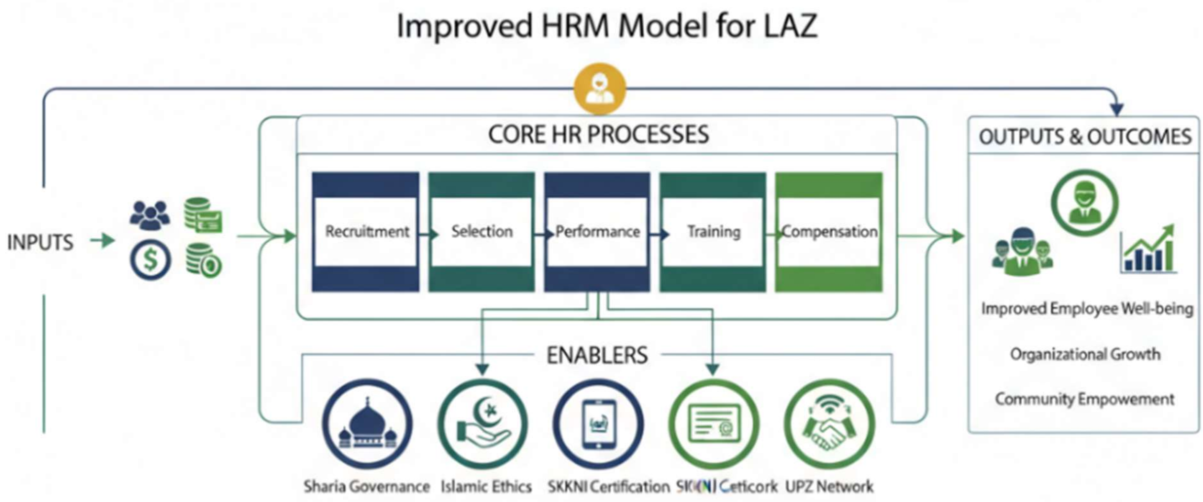

Figure 1 Proposed SHRM Model

The model produces several outputs. Continuous training and certification (e.g., SKKNI-based) standardize amil competencies and make service procedures more uniform and professional in both front-office and back-office operations. The performance system enhances service quality by integrating rewards, participation, and the internalization of Islamic work ethics, allowing amil to interact with muzakki and mustahik more empathetically, efficiently, and accountably. LAZ digitalizes HR and zakat administration processes (through SIM/zakat information integration) to create efficiency, enhance traceability, and improve data availability for informed managerial decision-making. LAZ also sustains motivation through proportional, transparent, and Sharia-compliant compensation schemes, while Sharia governance and codes of ethics prevent conflicts of interest and strengthen accountability.

These outputs lead to concrete outcomes. Competent staff, standardized processes, and trustworthy service experiences stabilize zakat collection growth. Stronger mustahik analysis, SOPs, and cross-unit/UPZ coordination enable more targeted and timely distribution, allowing program interventions to match local needs more precisely. Clear development pathways, performance recognition, and a value-based work environment increase HR retention and engagement, while reducing turnover, and provide employees with meaningful work and opportunities for growth. As a result, LAZ enhances public trust and institutional reputation through transparency, accountability, and consistent service quality, thereby strengthening stakeholder support.

At the systemic level, LAZ demonstrates organizational resilience and sustainability by aligning HR strategies and policies reciprocally and adapting them to internal factors—technology, structure, size, and life cycle—and external factors—law, culture, labor market, and politics. When the measurement–feedback–improvement loop operates, strong outputs (competence, service, digitalization, governance) accumulate into strategic outcomes (collection growth, precise distribution, stable HR, increased trust, and organizational sustainability). The model diagram, therefore, illustrates causal interconnectedness: value-based HRM processes build key capabilities (outputs) that, when managed consistently, evolve into measurable and resilient institutional advantages (outcomes).

To enrich the discussion and strengthen the contextual relevance of the proposed *Strategic Human Resource Management (SHRM)* model, this study includes a brief comparison of zakat management practices in several Muslim-majority countriesnamely Malaysia, Pakistan, and the Gulf nations. In Malaysia, zakat management is centralized and well-integrated under the supervision of the State Islamic Religious Councils (MAIN). The strong institutional framework and government support enable the implementation of professional, performance-based HR policies. This model highlights the importance of a clear governance system and alignment between public policy and zakat administration (1). In Pakistan, zakat is administered through the Central Zakat Council and provincial-level institutions with high autonomy. However, the main challenges include limited transparency, accountability, and insufficient HR development systems at the local level. These issues suggest that professionalizing zakat staff and applying systematic SHRM principles, such as implementing standardized HR practices and transparent reporting systems, can enhance public trust and operational efficiency (31). In the Gulf countries, such as Saudi Arabia and the United Arab Emirates, zakat management tends to be voluntary and individualized, supported by advanced digital technologies. The widespread use of digital platforms is not just a trend, but a necessity that promotes efficiency, transparency, and online reporting . This insight provides an opportunity to adopt digital-based HRM practices within Islamic philanthropic institutions, enlightening the audience about the importance of digital transformation in zakat management.

From these comparisons, it becomes evident that the SHRM model for Indonesia's Lembaga Amil Zakat (LAZ) possesses unique strengths. It is an adaptive framework that seeks to integrate Islamic values, Sharia governance, and socio-economic sustainability principles. Insights from other Muslim-majority countries offer valuable lessons for enhancing governance, HR competencies, and digital transformation, reassuring the audience of the adaptability of the SHRM model for Indonesia.

Conclusion

The article concludes that the proposed Sustainable Human Resource Management (SHRM) model for Lembaga Amil Zakat (LAZ) in Indonesia can bridge the gap between zakat potential and realization by professionalizing amil based on Islamic values, Sharia governance, and integrated socio-economic sustainability principles. The model aligns zakat collection and distribution objectives with five HR subsystems—recruitment, selection, performance appraisal, training and development, and compensation—strengthened by key enablers such as Sharia governance, Islamic work ethics, digital HRM, SKKNI-based certification, and UPZ networks. This approach emphasizes a reciprocal fit between institutional strategy and HR practices, so that mission-based recruitment, KPIs that integrate financial performance, social impact, and Sharia compliance, certified training, proportional and transparent compensation, and structured volunteer management can enhance service quality, efficiency, accountability, and ultimately public trust.

Through a systematic literature review (2018–2025), the article maps indicators, drivers, barriers, and benefits of SHRM, while underscoring economic and social sustainability dimensions as the foundation of HR practices in LAZ. Economic sustainability is supported by HR efficiency, management commitment, cost-reduction strategies, employment guarantees, and the institution's role as an economic enabler. Meanwhile, social sustainability relies on fulfilling psychological needs, ensuring social justice, providing career opportunities, and upholding religious and cultural values for collective welfare. Although the benefits include improved organizational, environmental, and financial performance, implementation faces challenges such as internal resistance, limited resources, lack of support, and insufficient transparency; therefore, consistent governance, leadership, and digital infrastructure are required.

The proposed operational model details the architecture of input–process–output, internal–external contingency factors, performance indicators, and a four-stage roadmap: (1) HR gap assessment and competency framework; (2) redesign of recruitment–selection, KPI-linked performance systems, and compensation schemes; (3) SKKNI-based training–certification, HRM digitalization, and UPZ network strengthening; and (4) continuous measurement–improvement with accountable reporting. The expected outputs include standardized amil competencies, more empathetic, efficient, and accountable services, digitized processes for efficiency and traceability, and Sharia-compliant compensation. These outputs evolve into outcomes such as stable zakat collection growth, precise distribution, stronger HR retention, and an enhanced institutional reputation — public trust — thereby making LAZ more resilient and sustainable within the framework of maqashid al-shariah.

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