

ABSTRAK

Penelitian ini bertujuan untuk menganalisis strategi pengembangan sumber daya insani dalam upaya meningkatkan kepercayaan dan loyalitas muzakki di BAZNAS Kabupaten Jombang. Metode penelitian yang digunakan adalah penelitian kualitatif deskriptif dengan pendekatan studi lapangan melalui wawancara mendalam, observasi langsung, dan dokumentasi. Analisis data dilakukan dengan bantuan perangkat lunak NVivo 14 melalui tahap input data, coding data, visualisasi proyek, dan penarikan kesimpulan guna memperoleh gambaran secara komprehensif mengenai implementasi dan strategi pengembangan sumber daya insani di BAZNAS Kabupaten Jombang. Hasil penelitian menunjukkan bahwa implementasi pengembangan sumber daya insani di BAZNAS Kabupaten Jombang dilakukan melalui tiga indikator utama, yaitu motivasi, kepribadian, dan keterampilan. Motivasi diberikan melalui pembinaan rutin, briefing, pemberian reward, serta penanaman nilai amanah dan tanggung jawab. Kepribadian pegawai dibentuk melalui pembinaan etika kerja, sikap ramah, pelayanan yang baik, dan profesionalisme dalam melayani muzakki. Sementara itu, keterampilan pegawai ditingkatkan melalui pelatihan pengelolaan zakat, administrasi, dan pelayanan kepada muzakki. Implementasi tersebut memberikan dampak positif terhadap kualitas pelayanan yang dirasakan oleh muzakki. Strategi pengembangan sumber daya insani dalam meningkatkan kepercayaan muzakki dilakukan melalui penguatan integritas, kebaikan pelayanan, dan kompetensi pegawai. Integritas diwujudkan melalui transparansi dan kejujuran dalam pengelolaan zakat, sedangkan kebaikan pelayanan tercermin dari sikap responsif, ramah, dan memberikan kenyamanan kepada muzakki. Kompetensi pegawai diperkuat melalui pelatihan dan pembinaan berkelanjutan sehingga mampu memberikan pelayanan yang profesional. Adapun strategi dalam meningkatkan loyalitas muzakki dilakukan melalui pembangunan hubungan yang baik, komunikasi yang intensif, pelayanan optimal, edukasi zakat, serta menjaga kepuasan muzakki agar tetap menyalurkan zakat melalui BAZNAS dan merekomendasikannya kepada pihak lain. Strategi tersebut terbukti mampu meningkatkan kepercayaan dan loyalitas muzakki secara berkelanjutan terhadap BAZNAS Kabupaten Jombang.

Kata Kunci: BAZNAS, Kepercayaan, Loyalitas Muzakki, Strategi Pengembangan Sumber Daya Insani.

ABSTRACT

This study aims to analyze the human resource development strategy in an effort to increase the trust and loyalty of muzakki at BAZNAS Kabupaten Jombang. The research method used is descriptive qualitative research with a field study approach through in-depth interviews, direct observation, and documentation. Data analysis was carried out using NVivo 14 software through data input, data coding, project visualization, and conclusion drawing stages to obtain a comprehensive overview of the implementation and strategies of human resource development at BAZNAS Kabupaten Jombang. The results of the study indicate that the implementation of human resource development at BAZNAS Kabupaten Jombang is carried out through three main indicators, namely motivation, personality, and skills. Motivation is provided through routine coaching, briefings, rewards, and the cultivation of trustworthiness and responsibility values. Employee personality is shaped through work ethics coaching, friendliness, good service, and professionalism in serving muzakki. Meanwhile, employee skills are improved through training in zakat management, administration, and services to muzakki. This implementation has a positive impact on the quality of services perceived by muzakki. The human resource development strategy in increasing muzakki trust is carried out through strengthening integrity, service kindness, and employee competence. Integrity is realized through transparency and honesty in zakat management, while service kindness is reflected in responsive, friendly attitudes and providing comfort to muzakki. Employee competence is strengthened through continuous training and coaching so that they are able to provide professional services. Meanwhile, the strategy to increase muzakki loyalty is carried out through building good relationships, intensive communication, optimal services, zakat education, and maintaining muzakki satisfaction so that they continue to distribute zakat through BAZNAS and recommend it to others. These strategies have proven to be able to increase the trust and loyalty of muzakki sustainably towards BAZNAS Kabupaten Jombang.

Keywords : *BAZNAS, Rust, Muzakki Loyalty, Product Development Strategy.*