



# Dakwah-Based Human Resource Management in the Binjai Muslim Youth Organization

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## Abstract

This study aims to analyze the implementation of da'wah values in human resource management in da'wah organizations. This study focuses on da'wah-based human resource management in the Muslim Youth of Binjai (MY Binjai) organization, a da'wah institution that actively nurtures the younger generation in the city of Binjai, particularly in secondary schools and above. This research employs a descriptive qualitative method with informants consisting of the general chairman of Muslim Youth of Binjai, the head of the Student Development Department, and organizational mentors. Data collection techniques include observation, interviews, and documentation. All data are analyzed through three stages: data reduction, data presentation, and conclusion drawing. The research findings indicate that the Muslim Youth of Binjai manages human resources in a structured manner by integrating Islamic values at every stage, from planning to evaluation. Values such as consultation, trustworthiness, noble character, and sincerity form the foundation for cadre development. This management approach is not only focused on organizational goals but also fosters loyalty, discipline, and spiritual awareness among members. These findings offer benefits for the development of Islamic values-based da'wah management and serve as a reference for other da'wah organizations in designing a comprehensive human resource management system.

## INTRODUCTION

Human resource management is very important for improving human resource efficiency, both in society and within organizations (Abdillah & Munawwaroh, 2024; Khoirudin et al., 2023; Darim, 2020; Halsu et al., 2022; Lestari et al., 2025; Sela Septiana et al., 2023). The primary objective of human resource management is to provide optimal work units for organizations. In this context, studies on human resource management will explain how organizations should acquire, develop, recruit, evaluate, and retain the appropriate number and type of personnel, both in terms of quantity and quality (Amelia et al., 2022; Humiati & Budiarti, 2020).

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However, what we often encounter in organizations today is that management focuses solely on improving productivity and efficiency, neglecting the most important aspects: morality and spirituality. We frequently find that personnel or members of an organization exhibit poor behavior, lack moral values, and have low spiritual levels. Therefore, one intriguing approach worth exploring is human resource management based on da'wah. This approach integrates the values and principles of Islam into the practice of human resource management in da'wah organizations, including recruitment, training, evaluation, compensation, and workplace relationships, with the primary goal of worshiping Allah (Anwari et al., 2023; Salsabila, 2025; Utami et al., 2025).

The dakwah organization itself is a forum for individuals to gather and form a group in which there is interaction between members. This can occur when three elements are present, namely similarity of thought, feelings, and a single set of rules, the purpose of which is the welfare of the community. This is done by dividing and grouping the tasks that need to be carried out, as well as establishing and organizing relationships between the various organizational units or officers involved. This organizational structure plays a very important role in the process of da'wah (Anwari et al., 2023; Miftakhuddin, 2024).

Based on the results of this study, within organizations, human resource management is limited to improving productivity and efficiency, thereby neglecting the most important aspects, namely morality and spirituality, which will greatly influence the character and ethics of the organization's cadres. Many organizations are ineffective and inefficient because the human resources within the organization lack character, morality, and spirituality. This also affects organizational productivity. Therefore, human resource management based on da'wah is one solution that integrates Islamic values into human resource management with the aim of enhancing spirituality, morality, and good character within the organization. Research on human resource management based on da'wah has been extensively conducted by previous researchers, including the study by (Anwari et al., 2023), which states that a da'wah-based approach can improve the quality of human resources to achieve the desired da'wah objectives and have a positive impact on the organization.

The Muslim Youth Organization of Binjai (My Binjai) is a da'wah and community development organization that manages the implementation of da'wah activities in all schools, both public and private, in the city of Binjai. Originally known as the Muslim Youth Club Binjai, a branch of the Muslim Youth Club of North Sumatra (MY Club), it later separated and formed the Muslim Youth of Binjai on a Monday in January, 2024, in accordance with the 1945 Constitution, with its emblem being the word "Allah," aiming to cultivate a generation of youth with competence, piety, and morality, intellectual and academic competence, skill and physical competence, as well as social and community competence. Implementing a human resource management model that integrates Islamic values into every aspect of its management. This includes recruitment processes, personal development and competency enhancement, character building, all grounded in Islamic principles and the objectives of da'wah based on the Quran and Hadith.

The purpose of this study is to analyze how the implementation of da'wah-based human resource management in Muslim youth organizations in Binjai and to identify the challenges faced in the process. Additionally, this study differs from previous studies that focused on general human resource management, as this study specifically focuses on dakwah-based human resource management among Muslim youth in Binjai. The findings of this

study are also expected to serve as a reference for both dakwah and non-dakwah organizations in managing human resources based on dakwah in a more effective manner.

## METHODS

This study uses a qualitative approach that aims to find out how Muslim Youth of Binjai manages human resources based on da'wah. With a qualitative method that conducts in-depth research and describes in detail, it focuses on a literature review covering journals, books, and articles that provide in-depth insights into human resource management based on da'wah (Engkizar et al., 2021, 2025; Sahir, 2021; Zainal et al., 2022). The data sources in this study use two types of data, namely primary and secondary data, where primary data is obtained by interviewing research informants selected purposively and the core administrators of Muslim Youth of Binjai (MY Binjai), consisting of the general chairman of Muslim Youth of Binjai, the head of the Human Resource Development Department, and the organization's advisor. Secondary data was collected by gathering journal sources, books, and documents related to human resource management based on da'wah (Oktavia et al., 2023; Ridwan et al., 2020; Suherman et al., 2021).

The data collection techniques used in this study were observation, interviews, and in-depth documentation with the administrators of the Muslim Youth of Binjai organization, namely all informants responsible for managing human resources in the Muslim Youth of Binjai organization and members who are part of the organization. Data analysis techniques were carried out by referring to Miles and Huberman, which included three stages, namely data reduction, where important information was filtered from the data found in the field. Data presentation was carried out in the form of narratives, conclusions, and verification (Asril et al., 2023; Engkizar et al., 2021, 2023; Guspita et al., 2025; Kasmar et al., 2019; Oktavia et al., 2020; Rahman et al., 2018; Syafril et al., 2021).

## RESULT AND DISCUSSION

### Muslim Youth of Binjai (MY Binjai) Organization

An organization is a group of people or groups that are organized to work together to achieve a common goal, meaning a group of people who do something with the same goal (Hamriani, 2013; Miftakhuddin, 2024; Rohmah et al., 2023; Si'in & Anwar, 2024; Syukran et al., 2022). This organization typically engages in activities such as Islamic studies, training, lectures, and social actions, all carried out with a spirit of da'wah and a call toward goodness and obedience to Allah (Anwari et al., 2023).

Muslim Youth of Binjai (MY Binjai) is one of the forms of da'wah organizations that serves as a means to create a structured, integrated, and cohesive da'wah movement toward a united ummah. It was established in the city of Binjai, North Sumatra, in January 2024, born out of a deep awareness of the importance of the role of the younger generation in determining the future direction of the nation. In the face of moral crises, declining educational quality, and increasingly complex global challenges, this organization emerges as a collective effort to nurture and equip young people to become an outstanding generation.

The Muslim Youth of Binjai is based on Pancasila and the 1945 Constitution, and uses Islam as the basis for values and character building. Islam is understood as a comprehensive religion that touches all aspects of life, including education, morality, and community development, balancing

material and spiritual needs (Nurhasanah et al., 2022). Therefore, the Muslim Youth of Binjai is committed to becoming a forum for moral, intellectual, skill, and socio-political development for the younger generation, so that they are ready to become agents of change in society.

The visual identity of Muslim Youth of Binjai reinforces this spirit. The word “Allah” serves as the primary symbol, reflecting that all activities of the foundation are grounded in divine values. The phrase “Muslim Youth of Binjai” represents the institutional identity, while the slogan “Be the Best Generation” indicates the direction of the vision for development. The green and blue colors in the organization's emblem symbolize the dynamism, spirit, and hope of the young people who are part of it.

The specific objective of this organization is to create a young generation with high piety and morality, intellectual and scientific intelligence, physical skills, and social and organizational capacity. To achieve this objective, Muslim Youth of Binjai organizes various programs such as Islamic studies (mentoring), skills training, youth rescue campaigns, counseling and advocacy services, tutoring, and the provision of information media for da'wah. Additionally, the organization offers scholarship programs, talent and interest development, reading gardens, out-of-school education, social activities, and charitable initiatives.

In terms of organizational structure, as stated in the MPO (Organizational Implementation Mechanism), Muslim Youth of Binjai consists of a Board of Trustees, a Board of Advisors, and an Executive Board. The Board of Trustees provides encouragement, protection, and moral and material support. The Board of Advisors maintains organizational ethics and provides strategic advice to the Executive Board in the implementation of programs. The Executive Board is the operational structure responsible for carrying out the organization's daily activities (Ritonga, 2015). During the period from 2024 to 2026, the organization has established the Organizational Implementation Mechanism as the foundation for managing all aspects of its operations. This Organizational Implementation Mechanism serves as the primary guideline for the structure, tasks, and responsibilities of all organizational elements.

The chairman of Muslim Youth of Binjai, according to the informant, the organizational structure of the Muslim Youth of Binjai consists of the Board of Trustees, which provides protection, guidance, and moral and material support to the organization; the Board of Advisors, which plays a crucial role in maintaining organizational ethics, formulating vision and mission, and providing strategic recommendations and policies; and the Executive Board, which comprises the Chairman, Secretary-General, Treasurer-General, and Department Chairmen. They are responsible for planning, implementing, and evaluating work programs, with the primary duties and functions of the core executive body, The President leads, directs, and is responsible for the overall operation of the organization, as well as making strategic decisions. The Secretary General is responsible for drafting administrative regulations, managing the organization's assets and archives, and coordinating activity schedules and meetings. The Treasurer manages the organization's finances and assets in an orderly manner, prepares the budget, and maintains relationships with donors.

#### **Dakwah-Based Human Resource Management at MY Binjai Organization**

Humans, or human resources, are a component created by Allah that forms a unity between the physical and spiritual aspects. Simply put, humans

have an outer and inner side, where the outer side is the human aspect that is clearly visible, while the inner side is the aspect that is not visible to the ordinary human eye, yet functions as the driving force behind human behavior. Humans, as social beings, require companionship, interact with one another, and possess an innate tendency to gather and socialize within a community known as society (Masyithoh, 2024; MG, 2017; Supriadin, 2021). Therefore, every human is a member of society expected to participate in social activities. Humans are also one of the most important resources in daily life (Humiaty & Budiarti, 2020b; Mardhiyah et al., 2021; Mukhsin, 2020; Rangkuti & Rizky, 2024). Developed or advanced human resources can certainly make a significant contribution to community development. Human resources can be defined as the process of using individuals as labor to achieve organizational or company goals by utilizing their physical and psychological abilities (Metris et al., 2024; Pauji et al., 2022).

Human Resource Management is a process within an organization that is carried out to ensure that human resources within the organization can contribute optimally to the achievement of organizational goals. Ideal management will result in job satisfaction among employees, thereby improving their performance for the organization (Yuwono et al., 2023). This management process involves several stages, including planning, recruitment, organization, training and development, direction and control, integration, maintenance, performance appraisal, and evaluation (Maskur et al., 2021; Primayana, 2015).

According to Edwin B. Flippo, personnel management is defined as "Personnel management involves planning, organizing, directing, and controlling in terms of" recruitment, development, remuneration, integration, maintenance, and distribution of human resources to achieve individual, organizational, and community goals." Human resource management encompasses planning, organizing, fulfilling, arranging, controlling, growing, rewarding, integrating, maintaining, and terminating employees, with the aim of achieving the objectives of the company, individuals, employees, and the community (Atmaja, 2023).

Human resource management based on da'wah is human resource management carried out within an organization by integrating Islamic values into every process. In human resource management, Muslim Youth of Binjai integrates Islamic values into every process, starting from:

First, human resource planning. In the process of human resource planning, Muslim Youth of Binjai certainly conducts human resource planning based on Islamic values. Muslim Youth of Binjai always prioritizes Islamic values in every aspect of its human resource planning. Anugerah, the mentor of Muslim Youth of Binjai, explained that this planning is carried out systematically and continuously to ensure the realization of quality leadership regeneration committed to the vision of da'wah. This involves clearly understanding the plans prepared, collecting data related to the human resources needed, and estimating the requirements for human resource procurement based on specific criteria.

Dwi Lira Lesih added that organizations must have procedures for planning and decision-making in every policy that will be implemented. The Muslim Youth of Binjai uses a deliberative system (*Syuro'*/Meeting) in which the planning process involves the advisory team and the elected chairperson, commonly referred to as the formation team. Ibnu al-'Arabi al-Maliki states that *syura* is "gathering to seek opinions (on an issue), where participants in the *syura* exchange their views (Ichrom, 2020).

The requirements for conducting human resource planning include: knowing exactly what plans will be implemented, collecting data on human resources information, understanding current and future human resource forecasts, and being able to predict human resource needs and the technology used by the company (Yuwono et al., 2023). Following the General Assembly, the organization officially launched the recruitment process for board members as part of organizational restructuring and renewal. Additionally, mentor recruitment is conducted annually as part of efforts to maintain the continuity of mentoring processes in affiliated schools.

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Second, Recruitment. The recruitment process is one of the most important processes in human resource planning management. Recruitment is a series of activities carried out to find and attract individuals who are seeking employment, along with the motivation, skills, and understanding necessary to address the weaknesses identified during human resource planning (Cupian et al., 2020; Sholatiah et al., 2022). R. Wayne Mondy states that recruitment is the process of attracting the right people at the right time, in sufficient numbers, and with appropriate qualifications, to fill vacancies within an organization.

Dwi Lira Lesih, chairperson of Muslim Youth of Binjai, explained that recruitment in the organization is based on recommendations and considerations from the formation team, which has compiled the categories needed for the organization to function. One of the mandatory categories is making active mentoring a primary requirement for joining the Muslim Youth of Binjai, and possessing Islamic character traits, namely: (*salimul aqidah* (sound creed), *shabihul ibadah* (correct worship), *matinul kbuluq* (strong moral character), *mutsaqqaful fikri* (broad-minded), *qawiyul jismi* (physically strong), *mujahadatu linafsihi* (self-disciplined), *munaqshaham fi syu'unibi* (well-organized in affairs), financially independent, skilled at managing time, and beneficial to others. This aligns with the training system implemented by the training or cadre development department, and this process is conducted on a regular basis. For administrators, every three years. For mentors, annually.

In the process of submitting recommendations, the selection committee will certainly mention both the good and bad aspects of a person as considerations. Therefore, clear communication and accurate sources of information are essential to prevent misinformation and misinterpretation of information. One way to achieve this is to require the person's mentor to provide clear testimony regarding their attitude, behavior, and character in accordance with the facts. The selection committee, which considers both the positive and negative aspects of an individual (including any flaws), must be prepared to adhere to the stipulation of not disseminating such information.

The use of referral/recommendation systems within organizations can better recognize employee actions and appreciate their efforts. This will create a quality relationship between managers and the organization, which may improve the performance of those managers. The referral/recommendation system will also strengthen relationships among managers within the

organization. Relationships can be a key factor influencing organizational productivity. Therefore, by implementing a referral/recommendation system, selected candidates already have a good relationship with the recommender. As a result, relationships among managers become stronger, thereby enhancing team cohesion and collaboration (Sa'ie et al., 2024).

However, this also has its weaknesses because there are elements of kinship or acquaintance, so that when one person asks for permission, other employees who are also related will also ask for permission. In addition, it is possible that they will cover up each other's mistakes because they are related (Apriyanti & Dirbawanto, 2021).

Third, organization. Organization is the entire process of grouping people, tools, tasks, responsibilities, and authorities in such a way that an organization is created that can be operated as a unit in order to achieve a predetermined goal. Organization is the first step toward implementing a previously formulated plan (Anwari et al., 2023).

Anugerah Roby Syahputra explained that the organization or placement of our administrators and mentors is based on the principle of meritocracy. The right man in the right place. We check their educational background, previous organizational and missionary experience, as well as the capacity and competitive advantages of human resources. With this approach, missionary activities will run effectively and achieve the desired targets and objectives.

Additionally, emphasizing individuals' specializations in their respective fields will deepen their understanding of the tasks assigned to them. This specialization brings benefits to the da'wah process, as it makes the work flow more smoothly. Therefore, each task is carried out by individuals who have a deep understanding of their respective responsibilities. Furthermore, with organization, where da'wah activities are detailed in such a way, it will be easier to select the personnel needed to carry out these tasks, as well as the necessary facilities or tools (Anwari et al., 2023).

Dwi Lira Lesih added that the organizational process within the Muslim Youth of Binjai is carried out by considering human resources based on their experience and work evaluations, in accordance with the responsibilities they have previously undertaken. In the event of an information deadlock, the formation team may contact individuals who were previously involved in those responsibilities (trusted not to disclose the situation).

Fourth, training and development. According to Andayani and Hirawati in 2019, training is a learning process where employees or cadres acquire the skills, knowledge, experience, and attitudes needed by the company/organization so that they can perform their jobs well and achieve organizational goals (Nabilah & Masnawati, 2024). The development programs implemented by the Muslim Youth of Binjai are divided into two categories: internal development and external development. Internal development is managed by the Human Resources Development Department, specifically the cadre development division, which is responsible for cadre training (mentoring) in both spiritual and Islamic knowledge aspects. while external development is managed by other departments such as Public Relations, which conducts external development in the form of graphic design and video editing skills, and Bakri, which conducts external development in the form of instructor training for large-scale activities such as crash courses. Anugerah Roby Syahputra added that the training and development of the administrators and mentors of Muslim Youth of Binjai is carried out regularly through:

First, weekly Islamic mentoring: Mentoring is one of the activities aimed at training and developing Muslim youth leaders in Binjai, conducted through

discussion-based methods to enhance Islamic knowledge. The sessions include Quran recitation, presentations by mentors, discussions, and concluding with an exchange of updates. These activities are conducted weekly and are mandatory for both the executive committee and members of Muslim Youth of Binjai. Second, Regular Study Sessions for Leaders: Similar to Islamic religious mentoring, but these regular study sessions are exclusively for the leaders of the Muslim Youth of Binjai. They are held once a month according to the decisions made in the working meeting. Third, Mentor Training: This is an activity designed to train new mentors who will be assigned to schools under the Muslim Youth of Binjai's supervision. In this program, mentors are equipped with knowledge and strategies to conduct da'wah activities within the school environment, with the target audience being students. Therefore, mentors must be adequately prepared to carry out their duties, including relevant materials for students, appropriate rhetoric in da'wah, and adaptation to the times and the audience they face. Fourth, Mentor Forum. Fifth, skill-enhancement training programs. Sixth, recreational outings (*riblah*).

Such is the training and development process carried out by Muslim Youth of Binjai. The application of Islamic values is implemented in all training and development processes, as Muslim Youth of Binjai adopts Islam as its worldview. Development is an educational process, both formal and non-formal, that is carried out in a planned, directed, systematic, and responsible manner to nurture, guide, and develop a balanced and holistic personal foundation, as well as harmonize skills, abilities, and talents so that individual potential can be achieved optimally (Suryani et al., 2023).

Fifth, guidance and control. Guidance is the activity of directing all employees to work together and work effectively and efficiently in helping to achieve the goals of the organization, company, and employees. It also involves controlling all employees and cadres to comply with company or organizational regulations and work according to plan. If there are deviations or errors, corrective actions and plan improvements will be carried out (Amelia et al., 2022).

Guidance and control are carried out by Muslim Youth of Binjai on a regular basis through Monitoring and Evaluation conducted by the Advisory Board (for all administrators) and the Human Resources Development Department (for all mentors). The process of guiding and controlling the organization's work is carried out through multi-level coordination. The General Chairperson is fully accountable to the Supervisory Board. The General Chairperson coordinates with all department heads, and department heads coordinate with all department staff. The *Syuro'* or BPH (Executive Board) meeting is held once a month, attended by the General Chairperson, the Secretary General, the Treasurer General, the Head of the Human Resources Development Department, the Head of the Bakri Department (Talent and Creativity), and the Head of the Public Relations Department. The *Syuro'* or meeting of all board members is held every two months and attended by all board members listed in the Board of Directors Decision Letter.

Islamic values are integrated with the leadership delegation model implemented during the era of the Prophet Muhammad, which involved appointing guardians or representatives to lead or perform specific tasks in a particular region during that era. The system in place involved coordination through consultation, with the Prophet Muhammad leading such consultations. As a policy, if any administrator or mentor was found to have violated Islamic law or exhibited improper conduct, the Advisory Board or Chairman would issue a warning. If the advice is ignored, a Warning Letter

(WL) 1 to 3 may be issued. This is done to ensure that all administrators, both cadres and mentors, prioritize Islamic principles in all their actions.

Sixth, integration. Integration is the process of combining the goals of the company with those of its employees. Activities to unite the interests of the company and the needs of employees are carried out to create harmonious and mutually beneficial cooperation ([Amelia et al., 2022](#)). In this context, Muslim Youth of Binjai integrates the organization's objectives with those of its leaders and mentors through all training and development programs for members. Anugerah Roby Syahputra explains that during each meeting, the organization's objectives are explicitly communicated. Leaders and mentors are reminded to align their intentions in organizational activities solely to exalt the word of Allah, seeking His pleasure through the means of nurturing the younger generation, particularly Muslim students in the city of Binjai. When organizational objectives are internalized, board members and mentors are also informed that personal objectives that align with organizational objectives and do not contradict Islamic law may be pursued and achieved. Organizational objectives are communicated and reinforced in upgrading agendas. In these agendas, each department is also required to develop programs in line with organizational objectives.

Seventh, maintenance. Maintenance is an effort to increase work productivity, improve discipline, increase loyalty, provide peace of mind, security, and health for employees; improving the well-being of employees and their families, improving physical, mental, and attitudinal conditions, reducing conflicts, and creating a harmonious atmosphere. Therefore, maintenance is carried out through the provision of fair, appropriate, and timely incentives, which are given openly to create good maintenance ([Arthabawan, 2018](#)).

Muslim Youth of Binjai has established a system of consequences and appreciation. Every committee member who arrives on time is usually provided with a reward/appreciation, while those who are late receive the opposite. Departments that cooperate well will receive appreciation during work meetings, and vice versa. All of this is done to increase the productivity of committee members and reduce conflicts within the Muslim Youth of Binjai organization.

Eighth, work assessment and evaluation. The Muslim Youth of Binjai conduct evaluations on an ongoing, comprehensive, and objective basis. Ongoing evaluations are conducted in accordance with implementation, with a schedule of once a month and once every two months. Comprehensive evaluations mean that the evaluation not only addresses the progress of departmental programs but also the condition of staff and any challenges within the department. Finally, objective evaluations must be conducted in accordance with the actual conditions and should not be influenced by emotions.

Quoting Mondy's opinion, performance appraisal is an informal system for assessing and evaluating the performance of individuals or teams by looking at performance results and targets. The object of assessment is competence and ability in carrying out a job with certain benchmarks and is carried out periodically.

This study is closely related to the research conducted by [Anwari et al., \(2023\)](#) on the Optimization of Da'wah-Based Human Resource Management at Madrasah Miftahul Huda Situbondo, which explains that the process of da'wah-based human resource management also includes several processes such as recruitment and selection, training and development, motivation and job satisfaction, performance management, effective communication, religious

values and ethics, and continuous evaluation and improvement (Anwari et al., 2023). With these processes in place, human resources are expected to contribute optimally to achieving organizational goals and enhancing spirituality in their lives.

## CONCLUSION

The results of the study indicate that human resource management based on da'wah by the Muslim Youth of Binjai is carried out in an integrated manner with Islamic values at every stage. The stages begin with planning, recruitment, organization, training and development, guidance and control, goal alignment, maintenance, and performance evaluation. Islamic values such as consultation, trustworthiness, good character, and sincerity serve as the foundational principles in building and managing organizational structures and nurturing cadres. Human Resource Management is not only focused on achieving organizational goals but also encourages members to develop spiritual awareness, loyalty, discipline, and moral responsibility. These findings serve as a reference and guideline for Islamic organizations and other da'wah institutions in designing a comprehensive and transformative Human Resource Management system, as well as contributing to the literature on da'wah management based on Islamic values.

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