

A CASE STUDY ANALYSIS OF VOLUNTEER RECRUITMENT TECHNIQUES TO ENHANCE AMIL HUMAN RESOURCES' PERFORMANCE AT REGIONAL BAZNAS

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ABSTRACT

This study examines volunteer recruitment strategies to enhance the performance of amil human resources in regional BAZNAS offices. BAZNAS plays a pivotal role in managing zakat in Indonesia but faces notable challenges due to a shortage of qualified amil. As a response, regional BAZNAS offices have increasingly recruited volunteers to accelerate zakat collection and distribution, and to ease the workload of permanent amil. This qualitative case study explores the recruitment process, which involves registration, selection, and training, to ensure volunteers meet BAZNAS standards. Selected volunteers assist in distributing zakat and serving muzakki, supporting efficient zakat operations. Findings indicate that volunteer involvement contributed to achieving substantial zakat targets—IDR 8 billion in 2023 and IDR 16 billion in 2024. However, sustaining volunteer motivation and commitment remains a key challenge. The study highlights the importance of effective volunteer recruitment management in improving amil performance and strengthening zakat governance at BAZNAS. Ongoing improvements in training, incentives, and volunteer supervision are essential to maintain high and sustainable performance

Keywords: Volunteer Recruitment, Amil Human Resources, Zakat Management, BAZNAS

1. INTRODUCTION

In Indonesia, the National Amil Zakat Agency, or BAZNAS, is crucial to the administration of zakat and the execution of social initiatives. As a legally controlled organization, BAZNAS is responsible for the professional and open collection, administration, and distribution of zakat to mustahiq (zakat recipients). Given Indonesia's sizable Muslim population, zakat revenue might total trillions of rupiah annually. This positions BAZNAS as a strategic entity for allocating zakat contributions to alleviate poverty, reduce socioeconomic inequality, and enhance community welfare (Al-Fatih, 2020). In addition to providing for the basic needs of zakat recipients in a consumptive way, BAZNAS works to promote their economic independence through productive zakat through a variety of social and economic empowerment initiatives. This is anticipated to improve the long-term economic resilience of impoverished communities (Widiastuti et al., 2021).

At the regional level, however, BAZNAS faces several challenges, particularly a shortage of competent zakat administrators. These restrictions have an impact on the institution's capacity to carry out zakat administration tasks as efficiently as possible, including data gathering, recording of muzakki (zakat donors) and mustahiq, and allocating zakat in line with sharia principles and demands. The management of productive zakat is significantly hampered by the lack of amil human resources, according to several research. This is especially noticeable in the dearth of accompanying personnel who can coach zakat recipients, who urgently require direction when using zakat monies for economic capacity building or business capital (Sudirman et al., 2021). A further factor in the decreased performance and public confidence in this institution's zakat administration is the absence of amil training and certification (Baining et al., 2024).

The role of volunteers in zakat management in social institutions like BAZNAS is becoming more and more important as a result of the lack of human resources. The operational ability of zakat at all levels can be

strengthened with the help of volunteers, particularly in places without professional *amil*. Volunteers can increase community involvement in zakat empowerment and broaden the scope of zakat services, in addition to assisting in addressing the labor shortage issue. Through a more community-based and participative approach, volunteer-based zakat management is anticipated to increase social value and foster public trust in zakat organizations (Tumanggor & Sujatna, 2024). Naturally, the number of volunteers available is not the only factor that determines how effective the use of volunteers is; effective management, sufficient training, and a robust support system are also necessary to ensure that the benefits are maximized and continue to align with the community's expectations for professionalism and transparency.

Therefore, increasing the capability of *Amil* human resources—both by hiring qualified employees and enlisting volunteers—becomes a crucial strategic move for BAZNAS at the regional level. It is anticipated that this action will enhance zakat management performance and sustainably accomplish socioeconomic objectives. For BAZNAS to successfully fulfill its function as a reputable zakat management organization, this strategy must be backed by precise laws, high-quality training, and creative integrated programs (Al-Fatih, 2020).

However, this study is limited in scope as it focuses on a qualitative case study of selected regional BAZNAS offices. As such, the findings may not fully represent the experiences of all BAZNAS institutions across Indonesia. Further research is recommended to provide broader generalizability and comparative analysis.

2. LITERATURE REVIEW

2.1. The Idea of *Amil*'s Human Resource Management in Zakat Companies

***Amil*'s Meaning and Function in Zakat Administration**

Amil plays a crucial role in zakat administration, acting as both the executor and manager of zakat collection and distribution in compliance with sharia. A person designated by the imam, head of state, or their representative to oversee zakat management, including

gathering and allocating funds to qualified receivers (mustahiq), is known as an amil (Hakim & Gunawan, 2020). As a technical executor that supports the efficient operation of national zakat management, amil is governed by Law Number 23 of 2011 concerning Zakat Management and Government Regulation Number 14 of 2014 in the framework of positive law in Indonesia. In order to ensure that zakat is disbursed efficiently to enhance community social welfare and sustainably lessen economic inequities, amil plays a strategic as well as administrative function (Widiastuti et al., 2021).

Amil's crucial role necessitates a thorough comprehension of the socioeconomic aspects of zakat since it is not only a ceremonial duty but also a significant tool for enhancing inclusive economic growth and lowering poverty in the community (Widiastuti et al., 2021). The primary determinant of the effectiveness of focused and effective zakat management is the ability of amil to do these duties.

Competencies and Skills Needed for Amil Human Resources

The primary determinant of effective zakat management is amil's proficiency. Skills in managing zakat collection and distribution, comprehending zakat fiqh regulations, managing human resources, and communicating and educating the community as muzakki (zakat payers) and mustahiq (zakat recipients) are all part of this competency (Widiastuti et al., 2021). According to a study by Hasan et al., enhancing the caliber of amil human resources via certification, competency development, and training is essential for maximizing zakat institutions' effectiveness (Widiastuti et al., 2021).

An amil performance evaluation system and ongoing training have proven to be successful strategies for raising their level of professionalism. For instance, the endeavor to certify Amil has established itself as a norm for competency requirements, enhancing public confidence in zakat organizations (BAZNAS and LAZ) and consequently augmenting zakat earnings (Nasri et al., 2019). Furthermore, amil's capacity to handle muzaki—mustahiq data and to carry out reporting and transparency duties as effectively as possible is strengthened by their proficiency with information technology and the digitization of zakat (Widiastuti et al., 2021).

To establish positive ties with Muzakki and the larger community, Amil must improve soft skills like empathy and professional ethics in addition to technical ones. Such a mindset will boost public confidence in the organization being run and promote support for zakat fundraising initiatives.

2.2. Volunteer Management in Social Organizations

Concepts and Theory in Volunteer Management

As unofficial support workers who help with the execution of various social activities, volunteers are crucial to social organizations and zakat institutions. To guarantee that volunteers' efforts may fully accomplish the objectives of the organization, volunteer management—which includes recruitment, training, incentive, retention, and performance evaluation—is essential (Neely et al., 2022). To improve team effectiveness and optimize each volunteer's contribution, the approach to volunteer management in the context of human resources (HR) for non-profit organizations must be customized to a variety of characteristics, such as age, intrinsic motivation, and skills (Hopkins & Dowell, 2022; Lorente et al., 2024).

Instead of focusing on financial pay, the philosophy of human resource management (HRM) in non-profit companies highlights the benefits of a flexible and personal approach to managing volunteers, which is typically founded on idealism and social values (Hasan et al., 2019). For volunteers to persevere and maintain their motivation over time, an adaptive management structure that promotes their psychological health becomes crucial.

Benefits and Difficulties of Volunteering with Nonprofit Organizations

Utilizing volunteers in organizations has many advantages, such as lowering operating expenses, improving social networks, and enhancing the organization's reputation and validity in the eyes of the general public. Because the labor performed by volunteers is voluntary and does not require payment, the organization can save a substantial amount of money on operating costs (Hotchkiss et al.,

2014). By strengthening interpersonal ties and boosting community involvement, volunteers also broaden the organization's social network, which can improve the organization's overall effectiveness (Pfeffer et al., 2022). Since volunteers serve as direct representatives of the organization's social mission and objectives, they also contribute to the legitimacy and favorable public perception of the organization (Grossman & Furano, 1999). Without raising fixed labor expenses, motivated volunteers can significantly increase the quality of social activities and the reach of services (Hopkins & Dowell, 2022).

But overseeing volunteers also comes with a number of difficulties that should be expected. A number of causes, such as a lack of recognition for their services, inadequate financial reward, and a discrepancy between the responsibilities allocated and the volunteers' expectations, are frequently responsible for the high volunteer turnover rate. While inadequate cash reward causes volunteers to believe their contributions are not valued, lack of acknowledgment can cause demotivation (Davis et al., 2024). Furthermore, volunteers often leave when their activities do not match their interests or abilities, therefore a mismatch between expectations and allocated tasks also contributes significantly to increased turnover (Forner et al., 2024). To keep them engaged, this calls for efficient retention techniques including acknowledgment, appropriate training, and constant communication (Hopkins & Dowell, 2022). A lack of coordination and operational efficacy within the organization can also result from problems with unstructured volunteer organizations (Hasan et al., 2019).

In order to maintain team cohesiveness and productivity, volunteer management must also be able to manage group dynamics and the range of member personalities.

2.3. Integrating Amil HR and Volunteer Management in Zakat Institutions

Although amil and volunteers differ in formal status and compensation, both play complementary roles in advancing the mission of zakat institutions. The principles of human resource development that apply to amil—such as competency building,

ethics, and digital literacy—are equally relevant in managing volunteers. Similarly, effective volunteer management practices—like recognition, training, and motivation—can be adapted to strengthen amil performance, especially when the workforce includes unpaid or part-time personnel.

In regions where BAZNAS faces limited staffing, integrating volunteer management into the broader human resource strategy becomes essential. Volunteers can help fulfill amil duties, provided they are equipped with adequate training and supervised to meet organizational standards. This hybrid workforce model demands a unified approach to human capital management that recognizes the value of both formal employees and volunteers. Therefore, bridging amil development with volunteer management creates a more resilient, scalable, and inclusive zakat management system.

2.4. Prior Research

The significance of skilled human resources, particularly the function of amil, in maximizing zakat management to attain social justice and sustainable economic growth has been thoroughly examined in earlier research. For instance, research conducted in Malaysia and Indonesia emphasizes the necessity of enhancing amil's competencies via education and certification in order to satisfy the demands of modernizing zakat management (Widiastuti et al., 2021). Furthermore, through the digitization of zakat payment and reporting procedures, the study highlights how technology is progressively helping amil's performance (Danila et al., 2025).

According to a number of studies, social organizations can improve their performance by implementing efficient volunteer management practices, which include training, recruitment tactics, and efforts to retain volunteers' motivation and loyalty through rewards and recognition (Hopkins & Dowell, 2022). Although volunteers can save costs, research on volunteer dynamics in non-profit organizations emphasizes that in order to maintain social programs, organizations must be able to handle issues like volunteer coordination and turnover (Hopkins & Dowell, 2022).

Numerous studies also demonstrate a favorable correlation between the development of amil competences and the accomplishment of fruitful community-level zakat empowerment initiatives, which affect mustahiq welfare and long-term microeconomic growth (Arifin & Anwar, 2021). Furthermore, research on the integration of human resources in zakat organizations highlights the significance of amil and volunteer synergy for the efficient, transparent, and accountable operation of zakat administration (Widiastuti et al., 2018).

Although more research is required to create management models that are more responsive to social changes and digital technology, the literature systematically demonstrates that the management of human resources, including professional amil and motivated volunteers, is a crucial pillar in developing the effectiveness of zakat management and social organizations in general (Alam et al., 2023).

3. RESEARCH METHODOLOGY

The phenomenon of volunteer recruitment and its relationship to amil performance at BAZNAS (National Amil Zakat Agency) in East Kalimantan Province are thoroughly examined in this study using a qualitative approach and a case study method. This approach was selected because it provides a thorough grasp of volunteer recruitment practices and the variables affecting their efficacy in specific social and organizational contexts. The intricacies of volunteer involvement are best explored through qualitative methods, particularly case studies, which can capture social and procedural dynamics that quantitative methods might miss. Prior studies have suggested that qualitative approaches can be used to reveal information that quantitative approaches might miss, particularly when it comes to the ways in which hiring practices vary among organizational and cultural contexts (Dean, 2016; Negrin et al., 2022; Sveen et al., 2024). Furthermore, the case study method offers valuable context, revealing factors that either enhance or hinder the effectiveness of volunteer recruitment efforts (Waikayi et al., 2012).

Primary data for this study was collected through in-depth interviews with key informants, including the head of the BAZNAS regional office in East Kalimantan. This provided valuable insights into the recruitment processes, challenges, and outcomes. Additional information was

gathered indirectly from staff members responsible for human resources and financial management. The case study method thus provides rich contextual data, shedding light on the variables that influence the effectiveness of volunteer recruitment.

3.1. Research Type

Qualitative research using a case study methodology was used in this investigation. This method gives researchers a thorough grasp of the dynamics at play in the regional BAZNAS under investigation, especially those pertaining to the recruitment of volunteers and how it impacts the effectiveness of Amil in performing their duties. Because case studies can give a more comprehensive and lucid picture of the conditions that exist in a particular unit or case—in this case, BAZNAS in the region—they were chosen.

3.2. Research Subject

The research focuses on BAZNAS in East Kalimantan Province as the subject of the case study. The goal of the study is to gain a thorough understanding of the volunteer recruitment process and assess how it affects the amil's performance while on duty. The choice of BAZNAS as the research object stems from the institution's significant role in managing zakat, infaq, and sedekah, as well as the fact that the caliber and effectiveness of the volunteers participating are crucial to the management's success.

3.3. Methods of Gathering Data

This study employs a number of methods to gather pertinent data, including:

1. **In-depth Interviews:** The HR manager, volunteers, and amil were among the pertinent BAZNAS parties with whom the interviews were conducted. The interview's goal is to get firsthand accounts of the hiring procedure, the difficulties encountered, and how hiring affects volunteers' and Amil's performance. Because this interview is semi-structured, the participants are allowed to discuss their opinions and experiences in greater detail.

2. **Direct Observation:** The researcher observed BAZNAS's hiring procedure and the interactions that take place in the workplace between volunteers, personnel managers, and amil. The purpose of this observation is to learn how the recruitment processes are carried out and how different aspects of routine activities can affect volunteer performance.
3. **Documentation Study:** This study also gathers and examines records pertaining to hiring practices and initiatives managed by the regional BAZNAS. Recruitment criteria, activity reports, and information about volunteer-run social initiatives are among the documents that have been examined. This document analysis offers more crucial details about the organization's policies and how they are actually applied.

3.4. Methods of Data Analysis

Thematic analysis tools will be employed to examine the data gathered from observations, interviews, and document studies. The purpose of this thematic analysis is to pinpoint particular trends or themes that show up in the data on the volunteer recruiting procedure and how it affects the Amil's performance. By using this method, researchers can draw attention to a number of variables that affect both performance and recruitment quality, as well as the connection between the two. The results gathered will be categorized into primary themes that depict the dynamics taking place in the BAZNAS of the area under study.

This approach is intended to help the efficacy of zakat management at the regional level by offering comprehensive and useful insights for the management of volunteer recruitment and the enhancement of amil performance in BAZNAS.

4. FINDINGS AND CONVERSATION

4.1. An explanation of BAZNAS Regional Volunteer Recruitment

At first, the regional BAZNAS struggled with a lack of human resources, as there were only six permanent amil to oversee all district-level zakat operations. Due to a lack of human resources,

BAZNAS has had trouble carrying out social initiatives as effectively as possible, particularly when it comes to collecting zakat and distributing it to mustahik. On the other hand, hiring more permanent staff is difficult due to a lack of operating capital.

In order to address the human resource shortage, the regional BAZNAS chose to increase overtime incentives for permanent employees and recruit field volunteers. To address the human resource shortage, the regional BAZNAS increased overtime incentives for permanent employees and recruited field volunteers. The public registration phase of the volunteer recruiting process is followed by a selection procedure to guarantee that the caliber of volunteers satisfies BAZNAS' requirements. The recruitment process includes public registration and a selection procedure to ensure volunteers meet BAZNAS' standards. The chosen volunteers then go through training to get them ready to perform activities in their fields.

Two volunteers were enlisted, and they were assigned to two crucial areas: distribution and collection. While volunteers are responsible for performing feasibility assessments of mustahik (zakat recipients) and accompanying them during the distribution process, they are also entrusted with helping mizakki (zakat payers) in the collection field. These volunteers significantly aid in streamlining the regional BAZNAS's operational procedures, even if permanent amil still manage the administrative duties of collection.

4.2. Strategy for Volunteer Recruitment

The regional BAZNAS recruits volunteers through a number of crucial steps, including registration, selection, and training. Standards are followed during the recruitment process, with a focus on the caliber of volunteers who will be actively participating in zakat collecting and distribution. Certain characteristics, including dedication, time readiness, and the capacity to carry out activities in the field, are taken into account throughout the selection process.

Volunteers get materials on BAZNAS operational procedures, the ethics of serving Mustahik and Mizakki, and how to conduct Mustahik feasibility studies throughout the training period. The purpose of this training is to get volunteers ready to operate effectively and in

compliance with BAZNAS’s operating requirements. This method maintains the quality of service even though there are still only a certain number of amil.

To assist with zakat collection efforts at the village or sub-district level, regional BAZNAS not only recruits volunteers directly but also organizes UPZ (Zakat Collection Unit) management volunteers. Without adding more permanent amil, this step broadens the network’s scope and fortifies the zakat collection system.

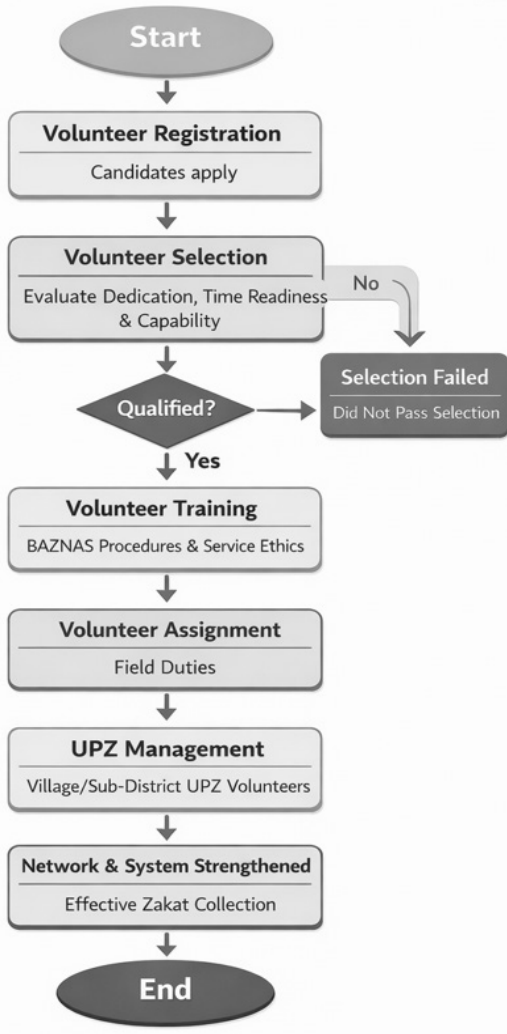


Figure 1. Volunteer Recruitment Flow

4.3. How Volunteer Recruitment Affects Amil Human Resources' Performance

Volunteers helped the regional BAZNAS address the human resource shortage. Volunteers helped the regional BAZNAS address the human resource shortage, which aligns with findings by (Widiastuti et al., 2021), who suggested that volunteer-based strategies can compensate for the lack of professional amil in zakat management that had previously hindered the execution of several activities. In order to speed up the process, lessen the workload of permanent amil, and increase operational efficiency, volunteers were enlisted to help in the collection and distribution of zakat.

Volunteers take part in completing feasibility studies of the beneficiaries and provide the required support to the zakat recipients in the distribution field, while they also help speed up services to the donors in the collection field. To make volunteer contributions more effective, it's important to tailor the volunteer management approach to individual characteristics like age, motivation, and skills. By considering these factors, BAZNAS can boost the impact of its volunteers and ensure their unique strengths are aligned with the organization's goals (Hopkins & Dowell, 2022; Lorente et al., 2024). As a result, the regional BAZNAS is better equipped to oversee the zakat distribution process, despite having just six permanent employees.

The accomplishment of the zakat goal established by the regional BAZNAS has another beneficial effect. The zakat collection goal of IDR 8 billion was effectively met by BAZNAS in 2023, and it was raised to IDR 16 billion in 2024. This achievement would not be possible without the assistance of volunteers who make sure that zakat collection and distribution go off without a hitch.

4.4. Problems and Fixes for Volunteer Management

The regional BAZNAS has not yet encountered any major challenges in overseeing volunteers. This achievement can be ascribed to efficient management in both the volunteer training and selection procedures. The volunteers are now equipped to perform their jobs with professionalism and full responsibility thanks to the training they received.

The long-term issue, though, would be how to keep volunteers motivated, particularly when they are engaged in field work and after the training time. To improve team effectiveness and optimize each volunteer's contribution, the approach to volunteer management in the context of human resources (HR) for non-profit organizations must be customized to a variety of characteristics, such as age, intrinsic motivation, and skills. By tailoring management strategies to these individual differences, BAZNAS can enhance volunteer engagement and performance, ensuring a more sustained contribution in the long run (Hopkins & Dowell, 2022; Lorente et al., 2024). In order to sustain the volunteers' passion and dedication, regional BAZNAS must make sure that there is efficient communication and the provision of specific incentives or prizes.

Enhancing the quality of the volunteer training program and giving them access to a range of additional social activities are two possible answers. Additionally, it's critical to regularly assess volunteer performance to make sure they continue to be productive and comprehend the goals of each activity they participate in.

4.5. Final Thoughts

All things considered, the regional BAZNAS's volunteer recruiting strategy has been successful in resolving the lack of permanent amil human resources and enhancing the institution's operating efficiency. By hiring two volunteers to work in the distribution and collecting areas, BAZNAS was able to meet important goals and broaden the range of services it offered to the public. Additionally, organized training and effective volunteer management have emerged as critical components of that accomplishment.

Regional BAZNAS must keep creating volunteer management and recruitment plans in the future to sustain high performance, particularly when dealing with long-term issues like a shortage of permanent staff and operational funding.

5. CONCLUSION

5.1. An overview of the results

According to this study, the regional BAZNAS's volunteer recruitment method is successful in resolving the lack of available human resources. Managing the zakat program is extremely difficult for the regional BAZNAS because there are just six permanent amil. Nonetheless, BAZNAS can increase its operational capacity without incurring additional substantial operational costs by implementing a systematic volunteer recruitment process. In order to free up the amil to concentrate on administrative duties, the recruited volunteers are assigned to two crucial areas: zakat distribution and collection. To allow amil to focus on administrative duties, volunteers were assigned to zakat distribution and collection. BAZNAS successfully met a substantial zakat target of IDR 8 billion in 2023 and is expected to reach IDR 16 billion in 2024 with the help of volunteers.

Presentation on the Strategy for Volunteer Recruitment:

Through the phases of registration, selection, and training, the regional BAZNAS employs a methodical approach to volunteer recruiting. The chosen volunteers are thereafter assigned to particular tasks that facilitate zakat distribution and collecting. This procedure directly improves BAZNAS's operating efficiency in addition to addressing the human resource shortfall.

The zakat distribution procedure, which was previously hampered by the small number of amil, is accelerated by volunteers participating in the mustahik feasibility study and the mizakki service. This suggests that using volunteers greatly aids in hastening the accomplishment of the organization's objectives.

5.2. Assessment of Achievements and Difficulties

The considerably higher attainment of zakat collection targets indicates the effectiveness of this technique. Well-executed recruitment and sufficient training have resulted in high-caliber volunteers who are prepared to work. Nonetheless, overseeing volunteers' dedication and motivation is the biggest obstacle, particularly when it comes to keeping them consistent enough to continue volunteering over the

long haul. Some issues that need more attention may come up because of volunteers' time limits, the possibility of absenteeism, or a drop in the caliber of volunteer work.

Suggestion:

The following are some suggestions to enhance volunteer management and recruitment tactics at regional BAZNAS:

- a. **Enhancement of Training Quality:** More thorough and long-lasting training is required to increase volunteers' readiness and proficiency. Both the soft and technical skills required for fieldwork may be included in this training.
- b. **Offering Incentives and Awards:** In order to keep volunteers motivated and dedicated, BAZNAS may want to think about offering certificates or recognition at particular events as incentives or awards for volunteers who contribute significantly.
- c. **Sustainable Training and Supervision:** To guarantee that the caliber of volunteer performance stays high, BAZNAS must create a system for training volunteers that is both sustainable and regularly monitored.

5.3. Theoretical Contribution to Islamic HR Management

This study makes a valuable contribution to the field of Islamic Human Resource Management by highlighting the role of zakat as a key strategic tool in HR practices. By exploring how volunteerism can be integrated with zakat management, the research offers fresh perspectives on how Islamic principles can help optimize the use of human resources, particularly in nonprofit organizations like BAZNAS. The findings provide important implications for future research in Islamic HR management, especially in understanding how zakat can influence employee engagement and overall organizational well-being.

5.4. Research Restrictions and Ideas for Additional Study

The results of this study may not be entirely applicable to the whole Indonesian region due to its restricted geographic coverage, which includes a single regional BAZNAS and a small sample size

of participants. Furthermore, the long-term effects of volunteer participation on the viability of zakat programs have not yet been investigated in this study.

A more comprehensive study that compares different volunteer recruitment tactics in other BAZNAS locations is advised for future research. A more thorough examination of the variables influencing volunteer retention and their effects on the long-term administration of zakat may also be part of future studies.

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6.2. Conflict of Interest

The authors affirm that they have no conflicts of interest to disclose regarding the execution or publication of this study.

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