



# Human Resource Development Strategy in Muhammadiyah Charity Enterprises Through IT Training by IMM in Baubau City

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## ABSTRACT

*This study discusses the strategy for developing human resources (HR) in Muhammadiyah Charity (AUM) through information technology (IT) training organized by the Muhammadiyah Student Association (IMM) in Baubau City. In the increasingly developing digital era, mastery of technology is a mandatory competency for workers, including AUM employees. This study uses a qualitative descriptive method with data collection techniques through interviews, observations, and documentation studies. The results of the study indicate that the IT training provided by IMM has a positive impact on improving the competence of AUM employees, especially in managing digital-based administration, using office software. However, there are several challenges in implementing the training, such as the digital gap between generations, limited IT infrastructure, and lack of post-training assistance. Therefore, a sustainability strategy is needed, such as mentoring, improving digital infrastructure, and organizing more specific advanced training to ensure the effectiveness of this program in the long term. By implementing the right strategy, AUM can be better prepared to face the challenges of digitalization and increase competitiveness in providing more efficient and professional technology-based services.*

**Keywords:** HR Development, Muhammadiyah Charity, IMM.

## 1. Introduction

Mastery of information technology is one of the main competencies that must be possessed by workers in the ever-growing digital era, including employees at Amal Usaha Muhammadiyah (AUM). As an institution engaged in various sectors such as education, health, and economy, AUM requires human resources who have digital-based administrative skills to improve work efficiency and service quality. Unfortunately, there are still many AUM employees in Baubau City who do not have an adequate understanding of the use of information technology in organizational administration and management. Therefore, IT training organized by the Muhammadiyah Student Association (IMM) is the right strategy in developing human resources at AUM to answer the current challenges of digitalization. (Setiawan., et al, 2022)( Azizah, 2022)

The generation gap among employees of Amal Usaha Muhammadiyah (AUM) has a significant impact on the level of mastery of information technology which continues to grow rapidly.( Ramadhan & Castrawijaya, 2023) Younger employees are generally more adaptive to technological changes and have better digital skills, while senior employees tend to have difficulty understanding and implementing new technologies in their administrative and operational tasks. This difference is caused by various factors, such as educational background, longer work experience with conventional methods, and limited access to previous IT training. As a result, the technology adoption process at AUM is uneven, with some employees still relying on manual systems that are less efficient than more modern digital systems. If not addressed, this gap can hinder the optimization of digital transformation in the organization, slow down administrative processes, and reduce overall work effectiveness.( Sa'dullah & Hidayatullah, 2020) Therefore, special strategies are

needed, such as tiered training, intergenerational mentoring, and a more inclusive approach to technology implementation, so that all employees, regardless of age, can adapt to digital change more effectively. (Ama, et al, 2024)

The demands of educational institutions in the current digital era increasingly emphasize the importance of adequate skills in mastering technology, both for educators, education staff, and students. (Mumtazah & Rohmah, 2023) (Zulkarnaen, 2021) Rapid developments in digital-based administration systems, such as the use of barcode technology in higher education administration systems, have become innovative solutions to increase efficiency and convenience for students in taking care of various academic needs, such as research permits, verification of lecture attendance, to accessing other academic services. With a barcode-based system, students no longer need to queue for a long time or fill out manual forms that are prone to administrative errors, because the entire process can be done faster and more accurately by scanning codes that are directly connected to the institution's database. (Basuki, et al., 2021)

The Muhammadiyah Student Association (IMM) as an internal Muhammadiyah student organization has a strategic role in supporting the development of Muhammadiyah's Charity (AUM) to become more advanced and competitive in the modern era. As an organization based on Islamic values and leadership, IMM not only focuses on strengthening the intellectual and spiritual of its members, but also participates in improving the quality of human resources in the AUM environment. One of the concrete steps taken is to hold IT training for all AUM employees, to ensure that they have adequate digital skills in carrying out administrative tasks, data management, and technology-based operations. With increased IT competence, employees can work more effectively, efficiently, and in accordance with the demands of ever-growing digitalization. In addition, the use of information technology also opens up opportunities for AUM to optimize services and innovations in various sectors, such as education, health, and digital-based businesses. Ultimately, the IT training provided by IMM is not only limited to knowledge transfer, but also becomes part of a grand strategy in building a more professional, productive, and competitive AUM amidst the dynamics of changing times.

The purpose of this study is to determine the various strategies carried out by the Muhammadiyah Student Association (IMM) in developing human resources in the Muhammadiyah Charity (AUM) environment in Baubau City. This study seeks to identify concrete steps that have been implemented by IMM in improving the competence of AUM employees, especially in facing the challenges of the digital era that increasingly demand an understanding and mastery of information technology. In addition, this study also aims to analyze the effectiveness of training programs organized by IMM, as well as their impact on improving employee professionalism and productivity in various AUM sectors. By understanding the strategies implemented, it is hoped that the results of this study can provide insight for related parties in optimizing human resource management at AUM to be more adaptive to developments in the era and able to compete in an increasingly competitive world of work. (Puspitasari, et al., 2020) (Sabri, 2023)

The findings of this study can be used as a reference for all parties involved in efforts to develop human resources in Islamic educational institutions. The results of this study provide an overview of effective strategies in improving the competence of educators, education personnel, and administrative employees to be more adaptive to the development of the times, especially in the use of modern information technology and education management. In addition, this study can

also be a basis for policy makers in designing more systematic and sustainable human resource training and development programs. With this reference, it is hoped that Islamic educational institutions can continue to improve the quality of their academic and administrative services, so that they are able to produce superior, competitive, and character graduates in accordance with Islamic values. (Sukmana, et al.,2022)

## 2. Methods

This study uses a qualitative descriptive method, which aims to describe in depth the strategies implemented by the Muhammadiyah Student Association (IMM) in developing human resources in the Muhammadiyah Business Association (AUM) of Baubau City through information technology (IT) training. The qualitative approach was chosen because this study focuses on understanding phenomena holistically based on experiences, perceptions, and processes that occur in the field. Data were collected from various sources to obtain a comprehensive picture of the implementation of HR development strategies in the AUM environment, especially in facing the challenges of digitalizing the administration and operations of the institution. (Nasution, 2023)( Sari, et al., 2022)

Data collection techniques in this study were carried out through in-depth interviews, participatory observation, and documentation studies. Interviews were conducted with parties directly involved in the IT training program by IMM, including IMM administrators, AUM employees who were training participants, and AUM management who were responsible for managing human resources. Participatory observation was carried out by directly observing the training process, the methods used, and the responses and involvement of participants in the activities. In addition, documentation studies were carried out by collecting data related to policies, training modules, and activity result reports that could support further analysis of the effectiveness of the strategies implemented.( Roosinda, et al., 2021)

The data obtained were analyzed using thematic analysis techniques, which include data reduction, data presentation, and drawing conclusions. Data reduction is done by sorting and selecting information that is relevant to the focus of the research. Data presentation is done in the form of a narrative description that describes the strategy for developing human resources through IT training in detail. Furthermore, conclusions are drawn by interpreting the research findings based on relevant theories and empirical conditions that occur in the field. With this method, this study is expected to provide a deep understanding of the effectiveness of the strategy for developing human resources at AUM Kota Baubau through IT training initiated by IMM.( Patilima, 2021)

## 3. Findings and Discussions

Based on observations made, researchers found that the strategies implemented in information technology (IT) training by the Muhammadiyah Student Association (IMM) in Baubau City have had a significant impact on human resource development in the Muhammadiyah Business Association (AUM) environment. This training is designed to improve employee skills in operating office software, managing digital data for administrative needs. As a result, participants experienced increased ability in carrying out administrative tasks more efficiently, reducing manual errors, and accelerating the process of managing documents and reports. With this program, AUM employees are better prepared to face the demands of the increasingly developing digital era and can adapt to technological changes that continue to innovate. Some of the strategies, challenges

and benefits carried out by IMM in Human Resource Development through IT training are as follows.

### 3.1 Strategies carried out in developing human resources at AUM through IT training.

The strategies carried out as a result of the author's research are *First*, analyzing the specific needs of employees of Amal Usaha Muhammadiyah (AUM). This analysis aims to understand the level of technological skills possessed by each employee and identify aspects that still need to be improved. By understanding the diverse needs, training programs can be designed in a more focused manner and in accordance with real conditions in the field. One method that can be used in this analysis is to conduct a survey or direct interview with employees, which allows researchers to obtain concrete data related to digital skills that have been mastered or that still need to be improved. This approach also helps in determining the most appropriate training materials and methods for each group of participants. Employees who have basic skills may need more basic training, such as an introduction to office software and digital document management systems, while those who are more advanced can be given advanced training that includes the use of cloud-based technology, digital-based administration systems, or data security. With this strategy, IT training provided by IMM is not only a ceremonial activity, but is truly able to improve employees' digital competence gradually and sustainably, so that it has a direct impact on increasing work efficiency and productivity in the AUM environment. With this approach, training can be adjusted, for example focusing on digital administration management, the use of Microsoft Office, financial management systems, or the use of online forms that are relevant to administrative service tasks.



**Figure 1.** Photo with the organizing committee for the IMM IT Training in Baubau City

*Second*, direct practice-based training. This approach allows participants to not only understand the theory, but also directly apply the skills learned in a real work context. Through this method, participants can more quickly master technology skills that are relevant to their daily tasks. In addition, direct practice helps reduce the gap between theory and implementation, so that participants can be more confident in using technology in their work environment. This method also

allows instructors or facilitators to provide direct guidance, identify difficulties experienced by participants, and provide appropriate solutions according to individual and organizational needs. In this practice-based training, participants not only receive theoretical explanations, but also carry out real work simulations, such as inputting data into a digital system, managing cloud-based documents, using office software, to implementing a technology-based administration system. With this simulation, participants can understand directly how technology can be used to improve work efficiency and productivity. In addition, this approach also allows participants to face technical challenges or obstacles that may arise when using technology, so that they can find solutions independently or with instructor guidance. Thus, the hands-on training method not only improves participants' technical skills but also encourages them to be more active and innovative in applying technology in their daily work, so that digital transformation in the work environment can run more optimally.

*Third, Post-Training Mentoring and Evaluation.* The strategy used so that the skills acquired in information technology (IT) training are not lost, requires a continuous mentoring system for participants after the training. Without post-training guidance and support, many participants may have difficulty applying new skills to their daily work, especially for those who have rarely used technology in administrative tasks. Therefore, the Muhammadiyah Student Association (IMM) can provide mentors or facilitators who are tasked with providing mentoring to participants after the training is complete. The presence of these mentors will be very helpful in answering technical questions, providing direction in overcoming obstacles, and ensuring that the skills that have been taught can actually be implemented well in the work environment. In addition, participants can also be given access to online discussion forums or learning communities that allow them to share experiences and solutions related to the use of technology in Muhammadiyah Enterprises (AUM). Periodic evaluation is very important to measure the effectiveness of the training and the level of understanding of the participants. This evaluation can be done through various methods, such as interactive quizzes, practical assignments, or case studies that simulate real problems in the workplace. With this evaluation, training organizers can find out how far participants understand the material that has been given, and identify aspects that still need to be improved. If difficulties are found in implementing technology, IMM can prepare a more specific follow-up training program that is tailored to the needs of the participants. With a good evaluation system, IT training is not just a temporary activity, but can be part of a long-term strategy in improving the digital competence of human resources at AUM, so that they are better prepared to face the challenges of digital transformation in the ever-evolving world of work.

*Fourth, HR development through IT training* must be supported by the real application of technology in the work system at AUM. One example of the real application of technology in the AUM work system is the use of a digital system in creating administrative documents, such as assignment letters, student research permits, activity certificates, and financial reports. Previously, this process was often done manually, which was not only time consuming but also prone to errors. With an integrated digital system, the process of creating and archiving documents can be done faster and more efficiently, and minimize the risk of data loss or duplication. In addition, the use of technology such as barcodes or electronic signatures can also be applied to improve the security and validity of documents. With the integration of technology in the AUM work system, the results of IT training provided to employees not only improve individual skills, but also

contribute to a broader digital transformation in the management of administration and services within the Muhammadiyah environment.

### **3.2 Challenges faced in developing human resources at AUM through IT training.**

Although this training provides significant benefits, this study also found several challenges in implementing the training results in the workplace. One of the main obstacles is the level of digital divide between generations, where younger employees adapt faster to technology compared to senior employees who still find it difficult to understand new software. Another factor that is a challenge is the limited IT infrastructure in several AUMs, such as unequal internet access and the lack of availability of adequate computer devices. This challenge hinders the optimal application of the skills that have been acquired during the training. To overcome these obstacles, a sustainability strategy in human resource development needs to be implemented. One step that can be taken is to form an internal mentor team in the AUM environment, where employees who have mastered IT skills can guide other colleagues in implementing technology in the workplace. In addition, IMM can develop more specific advanced training modules, such as training in more complex data management systems, cybersecurity, and the use of artificial intelligence technology in educational and business administration. With ongoing mentoring, technology adoption can be carried out gradually and more effectively.

### **3.2 Benefits in HR development at AUM through IT training.**

*First*, Increasing Digital Literacy among AUM Employees. The study found that IT training organized by IMM succeeded in increasing the basic understanding and digital skills of employees at Amal Usaha Muhammadiyah (AUM). Before the training, the majority of participants had limitations in the use of administrative software, digital document management, and the use of cloud-based technology. However, after participating in the training, there was a significant increase in their ability to operate office software (Microsoft Office, Google Suite), as well as understanding a more efficient data management system.

*Second*, Positive Impact on Administrative Efficiency and Accuracy. The results of the study showed that the implementation of technology after training accelerated the administrative process and increased accuracy in data management. Previously, much administrative work was done manually, which often caused data input errors and delays in reporting. With the implementation of IT-based applications, such as digital financial management systems and document sharing platforms, work efficiency increased by up to 40%, based on interviews with several training participants.

## **4. Conclusion**

Based on the research results, it can be concluded that the human resource development strategy (HRD) at Amal Usaha Muhammadiyah (AUM) through information technology (IT) training organized by the Muhammadiyah Student Association (IMM) in Baubau City has a positive impact on improving employee competency. This training has succeeded in improving digital literacy and technology-based administrative skills for participants, so that they are better prepared to face the challenges of digital transformation in the workplace. This skill improvement includes the use of office software, document management systems, and the use of information technology in administrative management. With this training, employee work effectiveness and efficiency have increased, so that the administration system at AUM has become more modern and productive.

This study also found that there were challenges in implementing the training results, especially related to the digital divide between generations and the limitations of technological infrastructure in several AUM units. Senior employees tend to have difficulty adopting new technologies, while access to IT devices and internet networks that are not evenly distributed are other obstacles in optimizing training results. Therefore, a sustainability strategy is needed, such as post-training assistance, the formation of internal mentors, and the provision of more specific advanced training, so that all employees can adapt to technological developments gradually and effectively. In addition, AUM also needs to increase support for the procurement of digital infrastructure to accelerate the implementation of a technology-based administration system. Thus, the strategy of developing human resources through IT training by IMM is a strategic step in building AUM's competitiveness and modernization. However, the sustainability and optimization of training still require support from various parties, including AUM and IMM management, so that the results obtained can be applied optimally in the work environment. In the future, the integration of technology in the AUM administration system needs to be continuously strengthened to further support the effectiveness of the organization in providing more efficient and digital-based services.

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