

## ABSTRAK

### **Sani Sintia: Manajemen Sumber Daya Manusia Penyuluh Agama Pada Pengelolaan Keagamaan (Studi Kasus Pada Seksi Bimbingan Masyarakat Islam di Kantor Kementerian Agama Kota Tasikmalaya)**

Salah satu permasalahan di Kantor kementerian Agama Kota Tasikmalaya adalah jumlah dan distribusi penyuluh agama masih belum sepenuhnya memenuhi kebutuhan pelayanan keagamaan pada setiap wilayah binaan. Di sisi lain, penelitian mengenai pengelolaan Sumber Daya Manusia (SDM) penyuluh agama selama ini lebih banyak membahas peran dan strategis dakwah sedangkan kajian mengenai proses rekrutmen, seleksi, dan penempatan sebagai bagian dari manajemen SDM masih relatif terbatas. Kondisi tersebut menjadi dasar dilaksanakannya penelitian ini.

Penelitian ini bertujuan untuk menganalisis perencanaan kebutuhan SDM Penyuluh Agama, proses rekrutmen, proses seleksi yang mencakup penilaian kompetensi teknis dan administratif, serta kesesuaian penempatan SDM hasil seleksi dengan kebutuhan jabatan pada seksi Bimbingan Masyarakat Islam Kantor Kementerian Agama Kota Tasikmalaya. Penelitian ini mengacu pada teori Manajemen Sumber Daya Manusia Gary Dessler yang berfokus pada fungsi rekrutmen dan seleksi, di mana rekrutmen dipahami sebagai proses memperoleh calon pegawai yang sesuai dengan kebutuhan organisasi, sedangkan seleksi merupakan proses memilih pelamar berdasarkan kompetensi dan persyaratan jabatan sesuai prinsip *merit system*.

Penelitian ini menerapkan paradigma konstruktivisme dengan pendekatan kualitatif dan metode studi kasus. Data dikumpulkan melalui observasi, wawancara mendalam, dan studi dokumentasi terhadap informan yang dipilih menggunakan teknik purposive sampling. Keabsahan data diuji melalui triangulasi sumber, sedangkan analisis data dilakukan melalui reduksi data, penyajian data, dan penarikan kesimpulan.

Hasil penelitian menunjukkan bahwa perencanaan kebutuhan SDM Penyuluh Agama telah dilakukan menggunakan analisis jabatan (ANJAB) dan analisis beban kerja (ABK). Proses rekrutmen, seleksi, dan penempatan telah dilaksanakan sesuai ketentuan yang berlaku dengan mengedepankan prinsip objektivitas, transparansi, dan akuntabilitas. Meskipun demikian, masih terdapat kesenjangan antara jumlah dan distribusi Penyuluh Agama dengan kebutuhan pelayanan keagamaan di wilayah binaan. Oleh karena itu, diperlukan optimalisasi perencanaan kebutuhan dan pemerataan distribusi SDM agar pelaksanaan pelayanan keagamaan dapat berjalan lebih efektif.

**Kata Kunci:** Manajemen sumber daya manusia; penyuluh agama; rekrutmen; seleksi.

## **ABSTRACT**

### **Sani Sintia: Human Resource Management of Religious Extension Officers in Religious Affairs Management (A Case Study at the Islamic Community Guidance Section, Ministry of Religious Affairs Office, Tasikmalaya City)**

One of the issues facing the Ministry of Religious Affairs Office in Tasikmalaya City is that the number and distribution of religious extension officers do not yet fully meet the religious service needs of the areas under their guidance. Meanwhile, existing research on the human resource (HR) management of religious extension officers has largely focused on their roles and dakwah (religious outreach) strategies, whereas studies regarding recruitment, selection, and placement processes as components of HR management remain relatively limited. This situation serves as the basis for the current study.

This study aims to analyze the human resource planning for Religious Extension Officers, the recruitment process, the selection process including the assessment of technical and administrative competencies and the alignment of selected personnel placements with position requirements within the Islamic Community Guidance Section of the Ministry of Religious Affairs Office in Tasikmalaya City. The study draws upon Gary Dessler's Human Resource Management theory, focusing on recruitment and selection functions; recruitment is understood as the process of acquiring candidates who meet organizational needs, while selection is the process of choosing applicants based on competencies and job requirements in accordance with merit system principles.

This research employs a constructivist paradigm, utilizing a qualitative approach and a case study method. Data were collected through observation, in-depth interviews, and document analysis involving informants selected via purposive sampling. Data validity was verified through source triangulation, while data analysis involved data reduction, data display, and conclusion drawing.

The research findings indicate that workforce planning for religious extension officers was conducted using job analysis (ANJAB) and workload analysis (ABK). The recruitment, selection, and placement processes were carried out in accordance with applicable regulations, prioritizing the principles of objectivity, transparency, and accountability. Nevertheless, a gap persists between the number and distribution of religious extension officers and the religious service needs within the areas under their guidance. Therefore, it is necessary to optimize needs planning and the equitable distribution of human resources to ensure the more effective delivery of religious services.

**Keywords: Human resource management; religious extension officers; recruitment; selection.**