Human Resource Management and Development of Idle Wakaf Lands

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ABSTRACT

A study by the Malaysian Government revealed the potential value of wakaf properties in 2005 at an estimated US$300 billion. Many wakaf properties did not have their potential values unlocked because they either were not fully utilised or were not built upon strategically, resulting in low returns. The main problem is weak wakaf management. The implication is less attractive investments secured and less talented management skills acquired. Skills and expertise required for managing wakaf properties effectively can be in mismatch at times; other matters seen as more important while wakaf take a back seat. Wakaf need to be re-invigorated by introducing suitable new Islamic investment procedures, staffs need deeper understanding of Wakaf to offer a more suitable and systematic management, the benefits and advantages of wakaf implications need to be studied and wakaf sustenance mechanisms need to be strengthened to make it relevant at all times.

Keywords: Wakaf properties; Human resources; Wakaf management; Land development

INTRODUCTION

Efficiently structured human resource management in the development of wakaf property institutions will bring rise to greater benefits to stakeholders and the Ummah at large. Wakaf properties should be indispensable to the Ummah in respect of the economy, education, religious materials and public utilities.

Human resource aspect is one of the most important aspects in an organisation including Wakaf institutions. Wakaf institutions have a role in ensuring every property pledged for wakaf is indefeasible, protected and monitored by responsible officers, competent and capable, sincere and trustworthy and willing to execute every task given.
According to Sanep and Nur Diyana (2011), wakaf property management in Malaysia is facing multiples of management problems such as inefficiency of management due sometimes to the documented proofs of the properties pledged being lost, some land lease not extended, lack of expertise of professionals concerning wakaf and lack of funds to support development and operation costs.

PROBLEM STATEMENT

Wakaf property is held in trust by State Islamic Religious Councils or MAIN as the sole trustee for all wakafs (Siti Mashitoh Mahamood, 2011).

The main issue in wakaf property comprise two aspects namely management and law. Three problems – i) hiring of less qualified human resource staff, ii) less committed non-Muslim management staff hired, and iii) abandoned wakaf projects or undeveloped wakaf properties.

To overcome these problems:

a) design a new, innovative wakaf Master Plan, and
b) train professional human resource, that can bring efficient and systematic wakaf property management and able to manage resources or assets effectively.

MAIN need to have professional staffs of caliber or trained in wakaf property development.

LITERATURE REVIEW

A research by Fazlul (2010) in Bangladesh have identified the important problem in an efficient management practise and proposed to change the management and administration of wakaf to make it suitable for any time period.

Human resource personnel is the most important assets in an organisation or government institution. Top management encourage and motivate workers in the work place. When empowerment and workers recognition in their organisation increases, the motivation to work also increases (Quratul Ain 2012). In any organisation or institution, training and continuous learning for workers is the key to increase the organisation’s competency.

According to Stefanos(2005) effectiveness is one of the elements in determining the achievements of an individual in an organisation. Effectiveness is different from competency issues, focus on lowering costs and increasing operating margins of an organisation (Stefanos, 2005), whereas effectiveness focussed on many more issues such as effective management, the process plus the manager’s ability in managing the organisation’s resources (Mohd Yazam, Aqeel dan Abdul Rashid, 2011).

Furthermore, according to Eric, Lam, Ramesh, Charles and Vimala (2012), the success of an organisation and the tendency of staff retention is very important in increasing the effectiveness of the human resource policy in an organisation. This is because human
resource effectiveness consists of elements that encompass every angle of management including compensation, grading achievement, training, staff and workers turnover.

**METHODOLOGY**

Qualitative method is used to develop an indepth understanding of the behaviour and empowerment of human resources. This approach gives focus to the reasons that supports every aspect of behaviour and attempt at developing a detailed and comprehensive reasoning about the subject matter of the research (Saunders et al 2003).

**Objectives**

To evaluate the awareness and knowledge amongst professional human resource about the importance of developing wakaf properties left idle for lack of understanding.

To investigate the involvement of professional human resource in Corporate Social Responsibility (CSR) in developing wakaf properties.

**Research Questions**

How far is the awareness and knowledge amongst professionals regarding the importance of wakaf property in Malaysia?

How far is the levels of involvement of professionals in aspects of Corporate Social Responsibility (CSR) regarding wakaf property in Malaysia?

**Findings**

The investigations yielded findings:

i. Proofs of Wakaf properties viability and sustainability.
   Year in year out, new students enrolling at Egypt’s Al Azhar University bore witness of wakaf’s viability in generating sustainable income to afford the students’ almost free education. Ustaz Mustapahayuddin of MAIN Johor fondly recalled paying the equivalent of RM3.75 for annual tuition fee at Al Azhar University, Cairo in the late 90s.

ii. Potential of uplifting Ummah’s socioeconomy.
   Many recepients have benefitted from MAIWP’s wakaf handouts and have been able to uplift their socioeconomy as a result of these assistance.

iii. Improvements in expertise of Wakaf management.
   Land pledged for wakaf no longer left idle for very long proving their viability for development as a direct result of better understanding of wakaf managers of their important and critical roles in ensuring the success of wakaf’s serene spiritual endeavour.

**CONCLUSIONS**

Wakaf has proven to be not only self-rejuvenating and self-sustaining but could also be self-fulfilling. By utilising new approaches example Istibdal, by disposing off portion of
a plot of land primed for development, the proceed of which is used as capital for development and alas, the land could be developed. This got round the problem of lack of funds for developing wakaf properties. Iconic examples in this country in this area include Wakaf Setee Aishah in Seberang Jaya, Seberang Perai, Penang and Wakaf Ahmad Dadabhoy of Bank Islam (M) Bhd. Head Office in Kuala Lumpur, which contribute to MAIWP a steady monthly income for distribution to the beneficiaries. Evidence are abound wakaf institution development need systematic approach, due diligence and professional management to be successful and to provide benefits for the Ummah and Mankind as a whole until the hereafter.

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