

THE INFLUENCE OF NAZHIR HUMAN RESOURCE CAPACITY ON THE EFFECTIVENESS OF PRODUCTIVE WAQF LAND MANAGEMENT IN SEPEMPANG VILLAGE

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ABSTRACT

This study examines the influence of nazhir human resource capacity on the effectiveness of productive waqf land management in Sepempang Village, and identifies the most dominant capacity dimension. A quantitative explanatory approach was employed, with data collected through a structured Likert-scale questionnaire administered to nazhir members and relevant stakeholders via total sampling. Simple linear regression was used for data analysis, preceded by classical assumption tests, with hypothesis testing conducted via t-test at a 95% confidence level. The results indicate that nazhir human resource capacity exerts a significant and positive influence on management effectiveness, with a t-count of 7.43 exceeding the t-table value and a coefficient of determination (R^2) of 0.71, meaning 71% of the variance in management effectiveness is explained by nazhir human resource capacity. Among the three dimensions examined, managerial competency emerged as the most dominant contributor, followed by skills and knowledge. These findings suggest that village-level nazhir with adequate managerial capacity are capable of realizing waqf land's productive potential, with implications for broader community welfare outcomes through professionally managed waqf assets.

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INTRODUCTION

Waqf land in Sepempang Village has been managed by the local nazhir in a manner that stands out among rural waqf contexts in the region. The nazhir has demonstrated consistent engagement with the productive potential of the endowed land, with responsibilities distributed across administrative, operational, and community liaison functions. Outputs from the land management have been documented, including income streams directed toward community public goods, a level of managerial achievement uncommon in many comparable village settings. This empirical

reality forms the central subject of this study, inviting inquiry into the factors driving this outcome, particularly the role of nazhir human resource capacity.

Scholarly literature consistently establishes that effective productive waqf management demands a multidimensional standard of nazhir competency, encompassing not only religious literacy but also managerial, financial, and entrepreneurial skills. Lubis et al. (2025) identify low professional competence as a primary structural bottleneck in productive waqf utilization, while Slamet & Arifin (2025) assert that the absence of formal competency standards constitutes a critical institutional gap in Indonesia's waqf governance. Lubis et al. (2023) empirically attribute the underperformance of productive waqf management to deficits in nazhir knowledge, skill, and professional orientation. Anam et al. (2025) further argue that professional training targeting managerial functions produces the most durable improvements in waqf asset management quality, and Qurrata et al. (2024) underline that effective nazhir performance requires an integrated framework encompassing supervisory oversight, standardized accountability, and continuous human resource development.

The existing literature, however, predominantly examines governance challenges at the city or provincial scale, or addresses nazhir professionalism in prescriptive terms, without quantitatively testing the relationship between specific capacity dimensions and field-level management effectiveness at the village level (Slamet & Arifin, 2025; Marpaung et al., 2025; Lubis et al., 2023; Anam et al., 2025; Qurrata et al., 2024; Lubis et al., 2025; Maryaningsih, 2026; Pratama et al., 2023; Karimah et al., 2023; Hutagalung et al., 2023; Haniah Lubis et al., 2024; Irfany et al., 2023; Rusydiana et al., 2023; Masruroh et al., 2024; Mukhlishin et al., 2025). No study to date has empirically examined this relationship in a rural village setting using a quantitative explanatory framework, leaving a clear and justifiable space for this research to contribute.

This study therefore positions nazhir human resource capacity as the primary independent variable and tests its influence on productive waqf land management effectiveness using field data from Sepempang Village. The findings are expected to produce not only context-specific insights but also a replicable analytical model for other rural nazhir contexts across Indonesia. This study is guided by two central questions: to what extent does nazhir human resource capacity influence the effectiveness of productive waqf land management in Sepempang Village, and which specific capacity dimensions carry the most significant explanatory weight in that relationship?

RESEARCH METHODS

This study employs a quantitative approach with an associative explanatory design. Data were collected through a structured questionnaire administered to 30 nazhir members and relevant stakeholders using a total sampling technique. The independent variable (X) is nazhir human resource capacity, operationalized through three dimensions, knowledge, skills, and managerial competency, while the dependent variable (Y) is the effectiveness of productive waqf land management, measured through indicators of goal achievement, resource utilization, output sustainability, and stakeholder accountability. Both variables were measured using a five-point Likert scale, with the instrument validated through Pearson product-moment correlation and reliability confirmed via Cronbach's Alpha ($\alpha \geq 0.70$).

Data analysis utilized simple linear regression, appropriate given the single independent and dependent variable design, preceded by classical assumption tests including normality (Kolmogorov-Smirnov), linearity, and heteroscedasticity tests. The coefficient of determination (R^2) was calculated to measure the proportion of variance in management effectiveness explained by nazhir human resource capacity, with hypothesis testing conducted via t-test at a 95% confidence level.

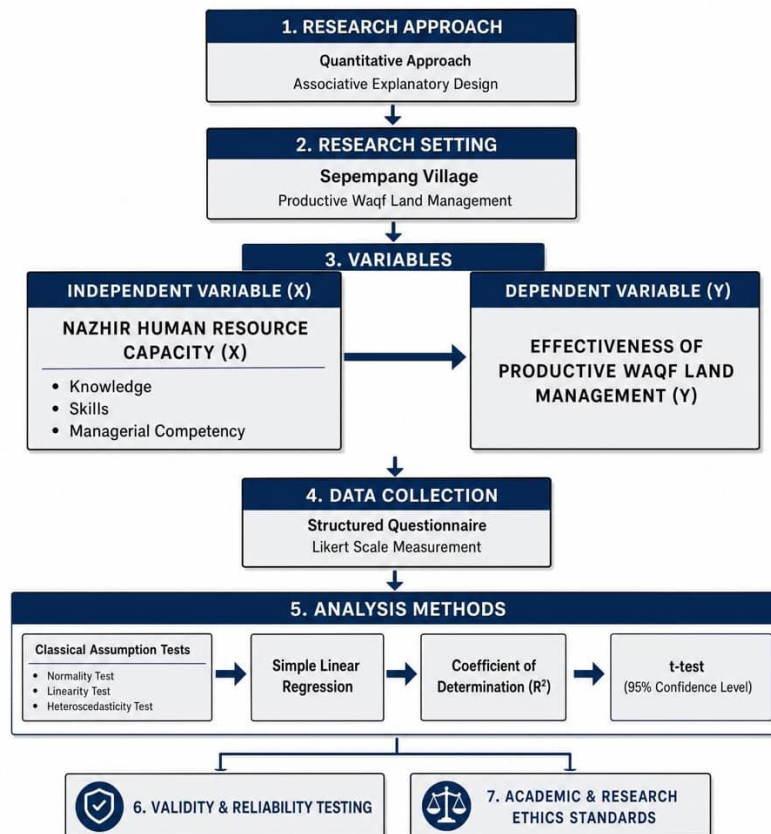


Figure 1. Research Methodology Framework

RESULT AND DISCUSSION

The Influence of Nazhir Human Resource Capacity on the Effectiveness of Productive Waqf Land Management in Sepempang Village

The results of simple linear regression analysis indicate that nazhir human resource capacity exerts a significant and positive influence on the effectiveness of productive waqf land management in Sepempang Village. The t-test yielded a t-count of 7.43, exceeding the t-table value of 2.045 at a significance level of 0.05, with a significance probability of 0.000. The null hypothesis is therefore rejected, confirming that nazhir human resource capacity statistically determines management effectiveness at the research location. The regression equation produced was $Y = 8.21 + 0.74X$, indicating that every one-unit increase in nazhir human resource capacity is associated with a 0.74-unit increase in management effectiveness. The coefficient of determination (R^2) stands at 0.71, meaning 71% of the variance in management effectiveness is explained by nazhir human resource capacity, while the remaining 29% is attributable to factors outside this model, such as institutional support, waqf asset conditions, or local governance structures that were not examined in this study.



Figure 2. *The Influence of Nazhir Human Resource Capacity on the Effectiveness of Productive Waqf Land Management*

The mean score for nazhir human resource capacity was recorded at 78.4 out of 100, categorized as "high," while the mean score for management effectiveness reached 76.9, also in the "high" category. Both variables showed low standard deviation values (3.81 for X and 4.02 for Y), indicating consistency in respondent perceptions. These descriptive results are contextually notable: Sepempang Village represents a rural setting where basic coordination structures and documented accountability practices have been established, providing a conducive environment in which nazhir capacity can translate meaningfully into management outcomes. This contextual condition likely contributes to the high R^2 value observed, and caution is warranted in generalizing the magnitude of this relationship to rural nazhir contexts with substantially different institutional conditions.

These findings are consistent with Lubis et al. (2025), who argue that professional competence among nazhir is a structural prerequisite for transforming dormant waqf assets into productive ventures, and with Slamet & Arifin (2025), who identify the human resource gap as the most consequential institutional constraint on productive waqf

effectiveness in Indonesia. At the same time, the 29% unexplained variance signals that nazhir capacity, while dominant, is not the sole determinant of management effectiveness, a finding that points to the need for future research examining complementary variables such as waqf governance infrastructure, community engagement, and external institutional support.

The Most Dominant Dimension of Nazhir Human Resource Capacity in Influencing the Effectiveness of Productive Waqf Land Management

To identify which dimension carries the greatest explanatory weight, the study analyzed the contribution of each of the three dimensions — knowledge, skills, and managerial competency — through partial regression analysis and dimension-wise mean scoring. Managerial competency emerged as the most dominant dimension, with a partial regression coefficient of 0.48 (sig. 0.001), followed by skills at 0.31 (sig. 0.012) and knowledge at 0.22 (sig. 0.034). The dimension-wise mean scores followed the same pattern: managerial competency at 80.6, skills at 77.3, and knowledge at 75.8. Importantly, all three dimensions contributed positively and significantly, indicating that the relationship between nazhir capacity and management effectiveness is genuinely multidimensional rather than driven by a single factor alone.

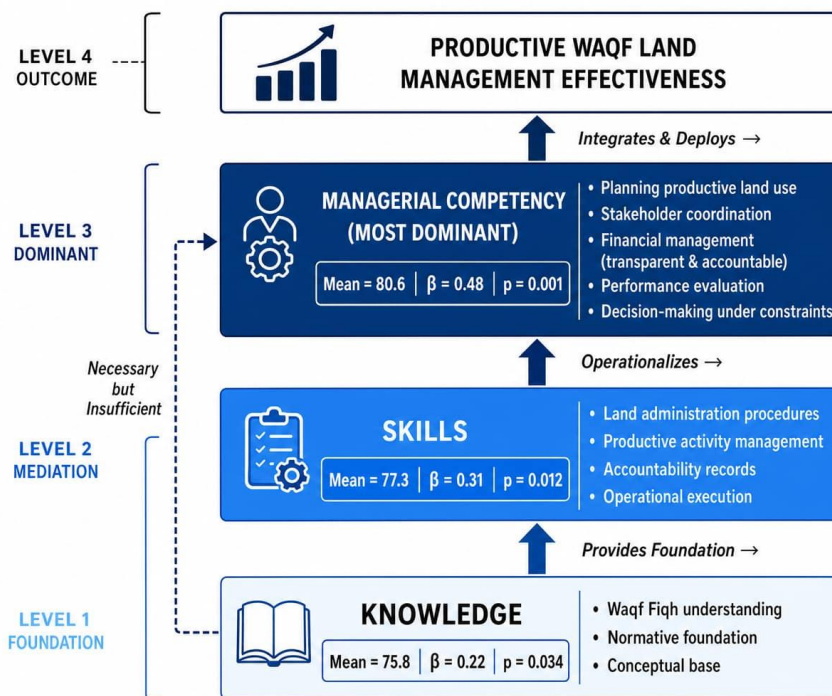


Figure 3. The Most Dominant Dimension of Nazhir Human Resource Capacity in Influencing the Effectiveness of Productive Waqf Land Management

The dominance of managerial competency is theoretically coherent. In the waqf nazhir context, managerial competency encompasses planning productive land use schemes, coordinating stakeholders, managing financial flows transparently, and evaluating operational performance — the functions that distinguish a productive nazhir from one that is merely custodial. Lubis et al. (2023) identify the absence of managerial orientation as the defining characteristic of nazhir institutions that fail to optimize productive waqf assets, while Anam et al. (2025) argue that training programs targeting managerial functions produce the most durable improvements in asset management quality. These positions

are supported by the present findings, though it should be noted that the relatively small sample size warrants some caution in the strength of this interpretive claim.

The second-ranked contribution of skills reflects the role of practical operational ability, land administration, day-to-day activity management, and basic accountability recording, as the bridge through which managerial plans are translated into observable outcomes. Knowledge, while ranking third, remains a necessary foundation: without adequate understanding of waqf law and land management principles, neither skills nor managerial competency can be effectively exercised. The layered structure observed, where knowledge provides the normative foundation, skills operationalize it, and managerial competency integrates both into strategic management, is consistent with competency-based performance models in human resource management theory, which position integrative and managerial competencies as the highest-order determinants of organizational effectiveness (Qurrata et al., 2024). Taken together, these findings suggest that capacity development for village-level nazhir should prioritize managerial competency as the central target, while ensuring that knowledge and skills are simultaneously maintained as the foundational layers upon which effective management depends.

CONCLUSION

This study confirms that nazhir human resource capacity exerts a significant and positive influence on the effectiveness of productive waqf land management in Sepempang Village, with an R^2 of 0.71 indicating that 71% of management effectiveness variance is explained by nazhir capacity. Among the three dimensions examined, managerial competency emerged as the most dominant contributor, followed by skills and knowledge, affirming that the ability to integrate planning, coordination, and accountability within a coherent management framework is the highest-order determinant of effectiveness at the village level.

These findings carry practical implications for nazhir capacity development. Rather than generic training, interventions should be directed toward three operational targets: managerial competency-based training covering productive land use planning, stakeholder coordination, and performance evaluation; governance accompaniment to strengthen transparency and decision-making processes; and improvement of basic recording and accountability practices at the village nazhir level. Such targeted investments are relevant not only as institutional reforms but as concrete steps toward translating waqf land's productive potential into sustained community welfare outcomes.

Future research is encouraged to examine additional variables beyond nazhir capacity, such as institutional support structures, community engagement, and local governance conditions to account for the remaining 29% of variance unexplained by this model, and to test the replicability of these findings across other rural nazhir contexts in Indonesia.

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