

Human Resource Management at Dayah Terpadu Babul Maghfirah Aceh Besar

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Abstract: Human resources (HR) in every activity have a very significant role including educational institutions. Good HR management according to its function so that these human resources can play a role according to their duties and functions in the institutions they work in. This study aims to analyze human resource management (HRM) at Dayah Terpadu Babul Maghfirah, Aceh Besar, and its impact on graduate quality. The focus of the study includes planning, recruitment, selection, training and development, teacher performance evaluation, and teacher maintenance. This research employs a qualitative method with a case study approach. Data were collected through observations, in-depth interviews, and documentation, with key informants including the head of the teaching division, the school principal, the vice-principal for student affairs, the head of supervision, and teachers. Data analysis was conducted through the processes of reduction, presentation, and conclusion drawing. The results show that HRM at Dayah Terpadu Babul Maghfirah is carried out in a planned and systematic manner. HR planning begins with identifying teacher needs based on the new academic year program. Recruitment and selection are conducted through a rigorous process, including file collection, written tests or microteaching, interviews, and final determination of acceptance. Training and development are designed to enhance teacher competence, either through internal training or collaboration with authorized institutions. Performance evaluation is conducted formally each semester and informally to provide continuous feedback. Teacher maintenance includes financial aspects such as salaries and allowances, as well as non-financial aspects such as comfortable working facilities, housing, clean water availability, and awards for outstanding teachers. The positive impact of HRM is evident in the improved quality of graduates. This is reflected in the high enthusiasm of the community to enroll their children in the dayah, the success of alumni being accepted into prominent universities both domestically and abroad, and the significant contributions of alumni in various sectors of society. This study emphasizes that effective HRM serves as a crucial foundation for improving education quality and graduate competitiveness, particularly in Islamic educational institutions.

Keywords: Human resource management, Islamic education, graduate quality, Integrated Dayah.

Received July 3, 2024; **Accepted** September 21, 2024; **Published** December 31, 2024

Citation: Author, A. (2024). Human Resource Management at Dayah Terpadu Babul Maghfirah Aceh Besar. *AL FARABI: Journal of Educational Research*, 1(2), 1 – 5.

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INTRODUCTION

Education is a key aspect in human development, both in terms of faith, piety, character, intelligence, and skills. As creatures of Allah SWT, humans are entrusted with two major tasks: carrying out their obligations as His servants and becoming caliphs on earth. Education plays a central role in shaping and developing human resources who are faithful, pious, intelligent, have noble character, and are competitive. The education system in Indonesia is divided into two main categories, namely formal and non-formal education. Formal education is managed by the government through the Ministry of

National Education, which focuses on general knowledge, while the Ministry of Religion supervises religious educational institutions. Non-formal education, such as Islamic boarding schools, emphasizes more on religious knowledge and strengthening morals. (Muh, 2020)

Islamic educational institutions in Indonesia face major challenges in the era of globalization, especially in terms of the quality and competitiveness of graduates. Islamic boarding schools, as Islamic educational institutions, are expected to be able to produce competent human resources who have relevant scientific insight and skills, but are still based on religious values and morality. (Ichsan, 2020) In this context, improving the quality of human resources in Islamic educational institutions is crucial to support the progress of the nation and prepare a competent and highly competitive generation. To achieve this, improving the quality of human resources, especially educators, is the main key in strengthening the competitiveness of graduates and improving the quality of education in Islamic educational institutions. Therefore, the role of good management and leadership is very important, to ensure that human resource management runs effectively and focuses on improving the quality of education. A real example of this success can be seen at the Babul Maghfirah Aceh Besar Integrated Dayah. Babul Maghfirah Integrated Dayah accommodates two levels of formal education, namely junior high school and high school, which are well accredited (A and B). The teachers at this dayah come from various leading universities both from within and outside the country. With 670 students, this dayah is supported by 100 formal teachers, 40 evening teachers, and 29 musyrif (student companions). Students from this dayah have shown extraordinary achievements in both academic and non-academic fields.

Based on observations, researchers found that human resource management, especially teachers, at Dayah Terpadu Babul Maghfirah Aceh Besar received full attention and support from the management of the pesantren leadership. The educational process that runs systematically and structured shows a high commitment to optimizing teacher performance and overcoming various challenges faced. The main focus is improving the quality of all components of education, especially in efforts to develop student competencies to achieve better educational goals. However, there are several notes in the management of human resource management, especially improving the quality of educators that still need to be reviewed in order to support the vision of the pesantren and meet the needs of the community. And starting from all that, this study has a specific objective of examining the HR management strategy at Dayah Terpadu Babul Maghfirah in order to improve the quality of student graduation and make this institution more competitive in the era of globalization.

METHODS

This study focuses on Human Resource Management in the integrated dayah Babul Maghfirah Aceh Besar using qualitative research types, with the aim of obtaining an in-depth picture of human resource management in improving the quality of graduates in Dayah/Pesantren. Qualitative research is a research approach that is intended to explain the phenomenon or characteristics of individuals, situations, certain groups accurately.

The method used in this study is qualitative descriptive, which aims to provide a systematic, factual, and accurate description, picture, or exposure of the facts, characteristics, and relationships between the phenomena being investigated. (Lexy, 2009) The researcher acts as the main instrument in collecting relevant data and information, analyzing data to explore the meaning and relationships in human resource management and reporting data from the results of the study in order to determine the relationship between HR and the quality of graduates in the Integrated Dayah Babul Maghfirah Aceh Besar.

The triangulation method used by the researcher used three different methods, namely interviews, observation, and documentation (Hamid, 2004), at the integrated

Dayah Babul Maghfirah Aceh Besar, while the researcher conducted triangulation by conducting interviews with the Director of the Dayah/Islamic boarding school (policy holder for Dayah/Islamic boarding school management), the Principal, the Head of Student Care and several teachers.

RESULTS AND DISCUSSION

Human Resource Management at the Babul Maghfirah Integrated Dayah Aceh Besar

Human resource management at the Babul Maghfirah Aceh Besar Integrated Dayah is managed in two main aspects, namely school management and dayah management. School management focuses on academic learning, while dayah management is more focused on Islamic boarding school education such as memorizing the Al-Qur'an, learning classical books, and extracurricular programs to support students' talents and activities. These two aspects complement each other in building an integrated education system. The HR management process begins with planning teacher needs which is carried out through annual program analysis and identification of recruitment sources, both internal and external. Recruitment is carried out with a closed system for internal sources and through publication on social media for external sources. Screening is very necessary after the recruitment process is carried out so that the organization can accept the right people. (Ati, 2005) The selection stages include receiving files, written tests, micro teaching, interviews, and determining graduation.

Teacher competency development is a major concern through various internal training and collaboration with government agencies such as the Ministry of Education and Culture. Teacher performance is assessed informally with routine evaluations and formally at the end of each semester. In addition, Dayah Terpadu Babul Maghfirah also pays attention to maintaining teacher welfare, both in terms of financial aspects such as salaries and allowances, as well as non-financial aspects such as providing housing, clean water, food, and a comfortable working environment. This entire management process creates an effective system and attracts the interest of many prospective teachers, making it a successful and competitive HR management model.

Teacher resource management at Dayah Terpadu Babul Maghfirah Aceh Besar has had a significant positive impact on the quality of graduates. First, the interest of the community in registering their children at this dayah continues to increase every year. This reflects the high trust of parents in the quality of education provided, which is inseparable from the management of professional and competent teachers. Second, many alumni of Dayah Terpadu Babul Maghfirah have been accepted at various universities, both at home and abroad. This achievement shows that good teacher resource management has been able to equip students with the knowledge and skills needed to continue their education to a higher level. Third, graduates of Dayah Terpadu Babul Maghfirah actively play a role and make important contributions to society in various fields, such as education, social, and economic. This shows that quality teachers are able to guide students to not only succeed academically, but also in social and professional life. Overall, effective teacher resource management has contributed greatly to improving the quality of graduates of Dayah Terpadu Babul Maghfirah, which ultimately has a positive impact on society and the surrounding environment. The following are details of the information the author collected during the research.

Human Resource Planning

In Dayah and School educational organizations, management planning is simply defined as planning to proactively fill HR gaps, in order to obtain HR that is able to support and carry out organizational tasks in achieving its goals, as a good organization. (Hadari, 2005) Although as a strategic step that must be implemented by the HR function, this planning is often carried out not seriously or even ignored. By carrying out this planning, all HR

functions can be carried out more effectively and efficiently, and the direction is clearer because it is adjusted to the vision of the existing institution.

HR planning in this study is a systematic planning of the estimated needs and procurement or supply of human resources (personal) in educational institutions, namely teachers at the Babul Maghfirah Integrated Dayah, Aceh Besar. Although not as large and detailed as HR planning carried out by business and profit institutions, this stage is still an important step that must be taken by the management of educational institutions.

Recruitment of new staff is based on school management at the end of each school year by looking at staff data to see if there are any teachers whose terms of service/contract have expired, other things that cause teachers to be unable to carry out their duties or to resign/be dismissed from their duties, as well as changes in the curriculum and addition of activity programs. In recruiting staff, various sources are also considered and involved. This HR planning always involves Dayah managers such as the deputy caretaker for curriculum and teaching, and also school managers to prepare a plan for the needs and procurement of school staff to be recruited.

Human Resources Recruitment

After the planning program is completed, the next step is to maximize the next program, namely teacher recruitment, which is an initial effort to get new prospective workers. In practice, this recruitment activity is a very important activity in human resource management and is a continuation of Human Resource planning activities. This activity is needed when the organization needs new prospective workers to fill vacant positions and the need for certain jobs based on the qualifications/requirements that are applied in sufficient numbers. The recruitment process for new workers carried out at the Babul Maghfirah Aceh Besar integrated dayah is carried out by the management of the dayah and the school management in this case is a committee that is specifically formed to handle the activity. Before the recruitment activity is carried out, the management of the Babul Maghfirah Aceh Besar integrated dayah usually divides and determines what workers are needed. This division and determination are usually guided by several criteria for the position or job required.

Human Resources Selection

After the recruitment activity is carried out, the management of the dayah or school will carry out the next process, namely selection to determine which candidate best meets the specified competencies. In general, the required provisions are that prospective teachers must have the will, academic, non-academic, personality and morality. As a teacher, one is not only required to carry out one's duties professionally, but one must also have professional knowledge and abilities, namely being able to convey the knowledge one has to students. Thus, the recruitment of teachers or ustadz in this dayah uses a closed and open system according to the needs and policies of the leadership and principal, for the closed system, namely selecting graduates from the dayah itself who are considered to have good qualifications and meet the criteria. In the open selection system by selecting graduates from outside the dayah who also have the required criteria. From the author's findings, there are several steps that must be taken by prospective teacher or ustadz participants who will become teachers or employees who are placed in the integrated dayah Babul Maghfirah Aceh Besar or placed in schools.

Human Resource Training and Development

After the teacher is determined and oriented, the next process is how to train and develop teachers at the integrated dayah Babul Maghfirah Aceh Besar. Training and development of human resources is a planned effort by an organization to improve the knowledge, skills and abilities of existing resources. Education in an organization is a

development process in the direction desired by an organization, while training is part of the education process, the purpose of which is to improve the abilities or special skills of an employee. At the integrated dayah school level, Babul Maghfirah Aceh Besar has conducted training in the form of directions, guidance or motivation, all of which are institutionalized in the form of real activity programs through weekly and monthly meetings. In addition, not only in weekly and monthly meetings, but teachers are also retrained to hone their understanding of the knowledge taught to students by holding activity programs in collaboration with other schools, the Ministry of Education and Culture or institutions that have the authority to conduct teacher training.

Teacher Evaluation

The assessment of teacher performance includes non-time-bound assessments and assessments of the implementation of the learning process in the form of classroom supervision (visits) and periodic assessments of work implementation for one year which are realized in a certain format. With the performance assessment, a teacher can know the strengths and weaknesses in carrying out the work, especially in the learning process. Therefore, classroom supervision can be an encouragement for teachers to improve their professionalism in the lesson.

Human Resource Maintenance

Human resource maintenance is an effort made by an institution to maintain and improve the physical and mental condition of its human resources so that they remain loyal to contribute with good performance. Its existence needs to be considered through various human resource maintenance programs. The form of maintenance can be in the form of money or others, which can be in the form of salary, wages, bonuses, incentives and other allowances such as health allowances, holiday allowances, food money, leave money and others.

CONCLUSION

The results of this study are expected to provide a significant contribution in enriching the scientific treasury in the field of Islamic Education Management. The findings in this study are expected to deepen and expand academic discourse related to human resource management, especially teachers, in the pesantren environment. In addition, this study is also expected to provide useful references for further research, both in the context of Islamic education and human resource management, to develop new theories that are relevant to the context of education in pesantren.

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