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by Sulistyorini `

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Education human resources planning in developing excellent Madrasah in Madrasah Aliyah (MA) Darul Hikmah Tulungagung Indonesia

Ma'rifatul Hidayah¹, Mujamil Qomar², Sulistyorini³, Agus Eko Sujianto⁴, Imam Turmuzi⁵

¹Dinas Pendidikan Tulungagung, ^{2,3,4}UIN Sayyid Ali Rahmatullah Tulungagung, ⁵STIE Kesuma Negara Bitar

marifah.tulungagung@gmail.com, turmuzi@stieken.ac.id

Abstract. This research is motivated by quality human resource planning that can be created through Madrasah educational institutions as formal education providers. Madrasah gains the public's trust in preparing and delivering the nation's generation of children to be able to compete in global competitions whose impact is increasingly being felt in social life. Educational human resource planning is the most important element in every educational institution, the success of the institution in achieving its goals and various targets as well as its ability to face various challenges, both internal and external, is largely determined by the ability to manage human resources as precisely as possible. This proves that Madrasahs need human resource management in the field of education, with their managerial and operational functions, and supported by competent educators and education staff, so Madrasah will have the power to grow, be productive, and competitive. The approach in this research is qualitative. Data collection techniques using in-depth interviews, participant observation, and documentation. Data analysis techniques using data condensation, data presentation, and drawing conclusions or verification. Checking the validity of the data by using triangulation methods, data sources, and theories. The findings of this study indicate that education human resource planning in developing superior Madrasah has carried out internal and external analysis with a needs analysis model, recruitment system, and selection system based on Khidmah.

Keywords. Planning, Human Resource Management, Education, Superior Madrasah

I. Research context

To create a workforce or educators who are superior, great, intelligent, and competent, a leader of the educational institution must provide a lot of training and education and career or promotion opportunities to improve his work ethic so that it can be useful and make educators prosperous. With their prosperity, it will certainly improve their work ethic and in the end, they will become advanced, superior and competitive

The quality of human resources plays a major role in determining the success of activities in various sectors of physical and non-physical development. Thus, efforts to improve the quality of education will be meaningless without the support of competent and qualified teachers. Improving teacher competence is a strategic policy to fundamentally fix teacher problems. The capacity development of educators is structured to improve the quality of education which is

one of the pillars of the development of National Education. Human resources for educators and education personnel are an important point to solve the problems faced by the world of education. One of the important areas in Education Management is related to human resources involved in the education process, both educators and education staff.

Efforts to always meet the needs and expectations so that Madrasah become superior Madrasah must have the ability and flexibility to change by having the ability to manage human resources (HR) well, namely (1) placing the right people in the right jobs, (2) providing training, (3) improve performance, (4) develop the ability of each personnel, (5) provide opportunities, (6) encourage each individual in it to continue to learn and expand their capacity. (Garry Dessler, 2015)

Planning is an action that will be taken to get the results specified in a certain period and space of time. Thus, planning is a thought process, both in outline and in detail, of an activity or work carried out to achieve the best and most economical certainty. It can also be said that planning is an anticipation of something that will happen because it must be the best process. (Mochtar Efendy) In this case, Gary Dessler said "Planning is establishing goals and standards, developing rules and procedures, developing plans and forecasting, predicting or projecting some future occurrence". (Garry Dessler, 2015) planning work or personnel is the process of determining the position to be filled in the company, and how to fill it where management must make a work plan with basic assumptions of the future. Predicting can be the basis of thought. In determining job requirements, there are usually three things that must be predicted including personal needs, supply of labor from within, and labor from outside. (Garry Dessler, 2015), In addition, planning is also an activity or process that is very important in various activities in educational institutions, including in human resource management in educational institutions. This can be understood because in general planning is the process of determining the objectives of evaluating various alternative achievements and determining the actions to be taken.

II. Theoretical review

In the context of human resource management for schools, planning is the process of determining future human resource needs based on changes that occur and the supply of personnel in schools. (Marihot Tua Efendi Harianja, 2005) For this reason, following its function to assist school organizations in achieving their goals from the human resource aspect through the process of determining the school's future human resource needs, the determination process is carried out with the following steps:

a. Analysis of Several Factors Causing Changes in Human Resource Needs.

Some factors can affect school organization, which can change in the future, which can also result in changes in human resource needs, namely:

- 1) Changes in the external environment, usually beyond the control of the school organization, are constantly changing such as increasingly fierce competition due to the increasing number of excellent schools or schools.
- 2) Changes in the organization's internal decisions, usually occur when there are changes in the external environment of the organization, direct or indirectly it can affect the internal decisions of the school organization which include strategy, budget, organizational design, and work design.
- 3) Changes in the organization's workforce are natural and will occur, such as the need for new workers as a result of employees retiring, resigning, termination of employment, transfer, death, and others. (Marihot Tua Efendi Harianja, 2005)

This is not much different from Gerry's view where the expected demand for a product or service is the basis for predicting personal or organizational needs. For this reason, the first

process that must be taken is to predict income. Then estimate the size of staff needed. In addition to the expected demands, the staffing plan reflects: a) Projected rotation (as a result of resignations or layoffs), b) Quality and skills of employees (related to the changing needs of the organization), c) Strategic decisions to improve quality of products and services or entering new markets, d) Technology and other changes that result in increased productivity, d) Financial resources available to divisions. (Garry Dessler, 2015)

b. Forecasting Human Resource Needs

Forecasting workforce needs as the core of the human resource planning process must be carried out, although it is something difficult. For this several forecasting techniques are put forward by experts in the following forms:

- 1) *Nominal Delphi Technique (NDT)*, namely, presenting five to ten experts, then being asked about, for example, what causes changes in employee changes in the future. Each expert will provide an answer. The results of each are discussed together to produce several factors that are ranked or sorted from the most important,
- 2) *Delphi Technique*, if the experts cannot discuss it together. Human resource planning asks the opinion of several experts about human resources in the future,
- 3) *Leadership estimates*, namely human resource needs are estimated by the school leadership, then given to the human resources department or division for a response, or vice versa, the head of the human resources division is asked to determine the human resource needs and then submitted to the school leadership to be concluded and revised. (Marihot Tua Efendi Harianja, 2005)

In this case, Garry offers several methods for predicting applicable job needs, including: (a) trend analysis, trend analysis is the variation in the level of employment in the company over the last few years which is used to predict future needs. (b) ratio analysis, analysis based on ratios, among others, the causal factors and the number of employees needed. (c) managerial appraisal. (Garry Dessler, 2015)

c. Determination of Human Resource Needs in the Future.

After analyzing the various factors that influence it or cause changes in human resource needs, then the school organization must determine the future human resource needs, which include the number and capabilities possessed, both for the long and short term. (Marihot Tua Efendi Harianja, 2005)

d. Analysis of Human Resources Availability (Supply)

Then next in human resource planning is to analyze the availability of labor, which can be obtained from two sources, namely internal sources and external sources. Internal sources are employees within the school organization who can be promoted, transferred to fill vacant positions or profiles of current employees that reflect the ability of the school. External sources are supplies from outside recruited. (Marihot Tua Efendi Harianja, 2005)

e. Determination and Implementation Program.

Based on the demand and supply it is possible to occur as follows:

- 1) There is no difference between the needs and availability of employees (supply equals demand)
- 2) There is an excess supply of labor (supply is greater than demand)
- 3) There is a shortage of labor supply (supply is smaller than demand). (Marihot Tua Efendi Harianja, 2005)

Furthermore, based on the situation above, various programs will be carried out such as the withdrawal of new employees when there is a shortage of employees, training for employees who are ready to fill the existing shortages, and others. So there is no need to recruit new

employees. Then if there is an overstaffing, it may not recruit, it may reduce working hours, and so on. And if there is a gap between need and availability, schools may not take action, although this rarely happens.

f. Manpower Planning Objectives

Manpower planning in general has the following objectives:

- 1) Determine the quality and quantity of employees who will fill all positions in the organization.
- 2) Ensuring the availability of current and future workforce, so that there are no jobs that are not filled by employees.
- 3) To avoid shortage or excess of employees.
- 4) To avoid mismanagement and overlap in the execution of tasks.
- 5) To facilitate coordination, integration, synchronization so that work productivity increases.
- 6) To be a guideline in determining the procurement program, selection, development, maintenance, discipline and termination of employees.
- 7) To be the basis for evaluating employee performance. (Veithzal Rivai Zainal, 2011)

Dessler stated that planning involves setting goals, making planning estimates, reviewing alternative courses of action, evaluating which options are best, and then selecting and executing plans. The plan shows the course of action to get from where you are now to your goal. Planning is always goal-directed. (Garry Dessler, 2015)

Arthur W Sherman and George W Bohlander, in Hadari Nawawi, stated that HR planning is the process of anticipating and making provisions (requirements) to regulate the flow of labor movement into, within, and out of the organization. (Nawawi Hadari 1997), Meanwhile, according to G Steiner, it is said that HR planning is a plan that aims to maintain and improve the organization's ability to achieve goals, through a strategy for developing the contribution of its employees in the future.

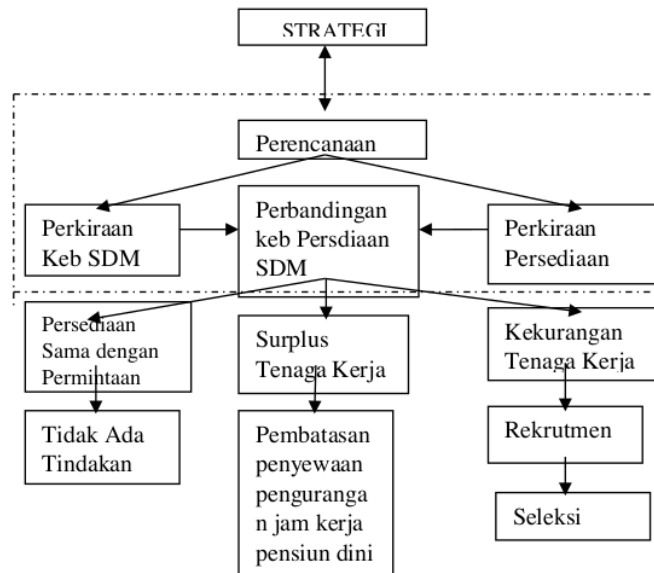
Furthermore, according to Cardoso in Ambar, what is meant by the right word in human resource planning is the key in various contexts which include: 1) fulfillment of obligations; 2) achievement of organizational goals; 3) achievement of personal goals than members of the organization (Ambar, 2009)

Planning is done to avoid the occurrence of failures and unwanted errors. Human resource planning for teacher competency-based education includes identification, staff needs, forecasting the needs of educators and education personnel, to carry out the organization's mission. (Ambar, 2009)

Dessler stated that planning involves setting goals, making planning estimates, reviewing alternative courses of action, evaluating which options are best, and then selecting and executing plans. The plan shows the course of action to get from where you are now to your goal. Planning is always goal-directed. (Garry Dessler, 2015)

Human resource planning, in general, has the following objectives: (a) determine the quality and quantity of employees who will fill all positions in the organization, (b) ensure the availability of current and future workforce, so that no jobs are not filled by employees, (c) To avoid shortages or excesses of employees, (d) avoid mismanagement and overlapping in the execution of tasks, (e) facilitate coordination, integration, synchronization so that work productivity increases, (f) serve as guidelines in establishing procurement, selection, development programs, maintenance, discipline and dismissal of employees, (g) become the basis for evaluating employee performance (Veithzal Rivai Zainal, 2011)

From the information above, it can be described as follows:



Picture 2. 1. HR Planning Strategy, (Husaini Usman, 2010)

III. Research methods

This research has a qualitative approach because it emphasizes the meaning and words and displays the data. This research is a case study type and this research design uses a multi-site study design, which seeks to describe a specific setting, object, or event in detail and depth. Site study is research that aims to study intensively about a particular social unit, which includes individuals, groups, institutions, and society. (Yatim Ritanto, 2001). This research will produce detailed information that may not be obtained in other types of research.

Furthermore, the researcher uses multi-site studies, which uses this method because it is an empirical inquiry that invests temporary phenomena in real-life contexts when the boundaries between phenomena and contexts are not visible, and sources -multiple fact sources used. This is as emphasized by Bogdan and Biklen that: "multi-case study-oriented more toward developing theory and they usually require many sites or subjects rather than two or three" (Robert C. Bogdan, 1998)

The main characteristic of a multi-site study is when the researcher examines two or more subjects, settings, or data storage areas. The case studied in this study is the management of educational human resources at MA Darul Hikmah and MA Raden Paku Trenggalek.

As a multi-site study, the steps to be taken in this research are as follows: 1) collecting data at the first site, namely MA Darul Hikmah. This research was carried out to the level of data saturation, and during that time categorization was carried out in themes to find thematic concepts regarding HR planning, implementation, and supervision of HR; 2) make observations on the second site, namely MA Raden Paku. This research was also carried out to the level of data saturation. After that, the researcher compiled a proposition of research findings at each site.

IV. Discussion

Educational Human Resource Planning that has been carried out by MA Darul Hikmah Tulungagung is initiated by an analysis of internal and external factors. The internal analysis

is a process of examining the various strengths and weaknesses of an institution, while the external analysis is a process of examining the various strengths and weaknesses outside the institution so that from here it is possible to know the comparison between the human resource needs in MA Darul Hikmah Tulungagung. With the analysis of internal factors, educational human resources at MA Darul Hikmah can be inventoried such as the number of available educators and education, their classification, tenure or TMT, knowledge and skills they have as well as interest and a great sense of responsibility towards the institution.

Observations made by researchers that planning is a sequential activity, because the activities in the planning and implementation process require stages under the characteristics of the planning that have been developed, plus in the era of globalization it has had a fairly broad impact in various aspects of life, including the demand for quality in the provision of education in which every field is required to have qualified human resources and have high capabilities, are reliable and competitive. The steps taken in planning educational human resources at MA Darul Hikmah Tulungagung are none other than to improve the quality and relevance in developing superior Madrasah that can have an impact on the realization of the existence of Islamic human resources so that it is expected to improve the living standards of the surrounding community and Muslim community in particular. This has been expressed in the Vision of Madrasah Aliyah Darul Hikmah: "The realization of the nation's children who are faithful, devoted, have a noble character, have knowledge and skills and can actualize themselves in community life". The very dominant aspect, in this case, is the qualification of teachers, institutional management, facilities, and infrastructure, and funds as well as accountable institutional governance that will affect the image of the Madrasah.

Planning for Educational Human Resources in developing superior Madrasah carried out at MA Darul Hikmah is as follows:

1) Educator Needs Analysis

As one of the private Madrasah Aliyah located in Islamic boarding schools in Tulungagung, the public's interest is very high in determining educational choices for their sons and daughters at MA Darul Hikmah Tulungagung. It is proven that the number of students in 2019/2020 is 300 students. MA Darul Hikmah has 2 majors, namely MIA and IIS, with a very large number of students, it is necessary to have competent and professional educators. Based on the results of an interview with the Head of Madrasah, Mr. Rum Wahyudi said that in human resource planning in developing superior Madrasah at MA Darul Hikmah that the next step is to analyze needs if the needs analysis has been identified then proceed with the potential that already exists in the Madrasah itself. Such as how many ustadz or clerics we have, what are their competencies, how many workloads have been carried out, and others.

Based on the above understanding that every institution starts with human resources, success is influenced by the quality of educational human resources in developing superior Madrasah so that they hope to have superior educational output. To achieve these advantages, MA Darul Hikmah has always paid attention to input, the educational process, educators and education staff, management and education services are directed to support the achievement of Madrasah goals designed according to the vision, mission and institutional goals, needs analysis, academic and institutional systems and understand the geographical and cultural context.

The existence of educational human resource planning at MA Darul Hikmah is nothing but to ensure optimal use of the human resources owned by the institution, to provide the human resources needed by the institution in the future.

Planning for human resources for educators and education staff at Madrasah Aliyah Darul Hikmah can provide several benefits for both the institution or the Darul Hikmah Islamic

boarding school itself, through mature resources, work effectiveness can be further increased and the atmosphere is conducive.

Planning will explain the importance of planning in the management of educational institutions so that it will avoid mismanagement in carrying out tasks, and facilitate coordination, integration, synchronization so that work productivity increases. Planning as well as a guide in establishing programs for procurement, selection, development, maintenance, discipline for educators and education staff.

Analysis of the need for human resources, steps taken by recording all resources of *ustadz/ustadzah* or education personnel such as administration and others, estimated level capacity, and estimated amount/workload available. This is also based on whether there are still too many burdens or still relatively few adapted to the needs of each institution.

2) Recruitment of educational human resources

After analyzing the position and knowing the planned needs, the next step in the human resource management function is recruitment. Recruitment is "employee recruiting" which means finding and or attracting applicants for open positions by employers. Effective recruitment is very very important because in recruitment there is a process in the development of human resources to select and assign personnel to a certain position in the organization. The recruitment of educators at MA Darul Hikmah Tulungagung is carried out by existing needs, this has been conveyed by the head of the Madrasah when researchers conducted interviews, "In terms of recruitment of educators or education personnel at MA Darul Hikmah, we adjust it to the needs and capabilities of MA Darul Hikmah, which considers the input of the educator or education personnel.

The recruitment of educators at MA Darul Hikmah also considers educational qualifications under the linearization of competencies in the field of study to be taught,

Based on the observations of the researchers, this is also following what is stated in the flow of educators at MA Darul Hikmah. The flow of teaching staff at MA Darul Hikmah includes teacher input, selection, training, and the next step is to become a professional educator. In this case, the regulations in Darul Hikmah Islamic Boarding School have a process that is carried out by requiring alumni who have academic and non-academic achievements to do service for 1 year.

A recruitment program that is centered on service as a form of contribution, loyalty, and responsibility of students to Islamic boarding schools and institutions that have contributed to raising and educating as evidence of the implementation of character education, namely sincerity and struggle solely with *lillahi ta'ala*. Devotion is one of the effective ways of recruitment because it is one of the most important parts to equip human resources for *santriwati* so that they have the knowledge they have gained so far to practice and be fully dedicated to their beloved alma mater.

3) Selection of Educational Human Resources in developing superior Madrasah

The next process is the selection stage. The selection carried out before becoming an educator or education staff includes a selection of educational insights and attitudes, Islamic insights and attitudes, mastery of the fields being taught, academic potential, and psychological tests.

Based on the research findings, it can be concluded that selection is a decision-making process in which individuals are selected to fill a position based on an assessment of how large the characteristics of the individual concerned are, as required by the position. After the applicants fill out the registration form and complete the overall requirements, a preliminary screening is carried out, namely selecting potential applicants and matching what is needed by the institution, then eliminating those who do not meet the requirements. will follow the next stage, namely a comprehensive interview test to find a potential high-performing applicant.

The recruitment efforts carried out by MA Darul Hikmah for the needs of educators and education staff in the opinion of researchers have several advantages, including Madrasah management can be more careful in determining prospective educators and education personnel according to the qualifications required by Madrasah.

V. Conclusion

Based on the research focus, exposure to data and findings, as well as cross-site analysis and discussion, the results of research on educational human resource management in developing superior Madrasah can be concluded as follows:

1. Educational human resource planning in developing superior Madrasah is carried out based on internal analysis and external analysis with a khidmah-based needs analysis model, a recruitment system by determining needs, policies, roles, and responsibilities as well as internal candidate sources and external candidate sources,
2. The approach taken is a performance analysis approach and a competency-based approach. Selection system with the Successive Hurdles Selection Approved approach system (knockout system).
3. Madrasah management can be more careful in determining the recruitment of prospective educators and education personnel under the qualifications required by the Madrasah.

A. Research Implication

Based on the conclusions of the research results, theories can be given that support and strengthen the theories that are used as the basis for research, and develop new theories as research findings.

1. Theoretical Implications

The results of research in the field, and developing and adding to Garry Dessler's theory of human resource management that the HRM process includes managerial functions including planning, actuating, and controlling. To carry out the managerial functions, more detailed operational functions are needed by the scope of the management substance. The operational functions include: a) procurement or recruitment, b) selection, c) training and development, d) career development, e) compensation, f) performance appraisal.

2. Practical Implications

The application of educational human resource management in developing superior Madrasah can be carried out thoroughly by involving stakeholders from education providers ranging from Madrasah leaders, educators, education staff, and the community to build a comfortable, satisfied, not pressured, quiet, comfortable, positive and conducive work climate. for learning that can improve academic and non-academic achievements that lead Madrasah to become a superior Madrasah. Thus, moral values will make the spirit embedded in the vocation of the souls of educators and education personnel as well as Madrasah citizens must be supported by the existence of quality educational human resources who have competence, skills, and professional performance. This is supported by Madrasah management and governance that prioritizes performance analysis and is competency-based.

These practical implications are very useful for leaders of educational institutions, head of Madrasah, in carrying out the planning, implementation, and supervision of educational human resources in developing superior Madrasah so that educators and education personnel can have reliable, qualified, and professional abilities.

B. Suggestions/Recommendations

Based on the overall description and conclusions of the study, the researcher can convey suggestions to various parties as follows:

1. Educational actors and practitioners who are concerned with educational reform should pay attention to the theories and approaches to education human resource management developed in this study to be used as a reference as well as in this study to be used as a reference as well as to enrich the treasures of science, especially human resource management education in developing Madrasah excel in aspects that have not been studied in this study.
2. Educational institutions should prioritize aspects of educational human resources which are human capital, long-term investment, and capital to increase the capacity and quality of institutions through the management of educational human resources in developing superior Madrasah towards competitive and productive institutions.
3. For further researchers as literature to carry out relevant research on education human resource management in developing superior Madrasah so that they can provide space for scientific contributions, and as a reference that supports research, especially research in the field of education human resource management to improve the quality of higher performance. proportional.
4. For users of Islamic education as an alternative for users to find out the steps in planning, implementing, and supervising educational human resources in the management of educational human resources in an Islamic perspective.

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