

Effective Human Resource Management Strategies in Islamic Boarding Schools

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ABSTRACT

Objective: This study examines human resource (HR) management strategies within Islamic boarding schools (Pesantren) in Indonesia to address challenges posed by modernization and globalization while maintaining their role as vital centers of Islamic education. **Method:** Employing a literature review approach, the study analyzes the concept, planning, and application of HR management grounded in Islamic values. **Results:** The findings reveal that effective HR management in Pesantren includes comprehensive recruitment planning, continuous professional development for educators and administrative staff, systematic performance evaluation, and fostering a supportive organizational culture rooted in Islamic principles. These strategies collectively enhance the performance of all stakeholders, including students, while ensuring alignment with the institution's educational and spiritual goals. **Novelty:** This research underscores the integration of Islamic values into HR management as a distinctive and adaptive framework, enabling Pesantren to not only sustain their educational relevance but also compete effectively in the modern era, thereby addressing the needs of future generations.

INTRODUCTION

Pondok pesantren is an Islamic educational institution with a long history of shaping generations with noble character and extensive knowledge. As one of the main pillars of education in Indonesia, pesantren have distinctive characteristics in their learning system based on religious values, discipline, and boarding life. In its development, pesantren not only became a place to deepen religious knowledge but also a center for community empowerment, economic development for the ummah, and a guardian of Islamic traditions rich in local wisdom.

However, amidst the rapid changes of the times, Islamic boarding schools face various significant challenges. Modernization, globalization, and technological advancements have brought significant changes to the patterns of education and societal life. To remain relevant and competitive, Islamic boarding schools must be able to adapt to the demands of the times without abandoning the values that define their identity. One of the key factors determining the success of pesantren in addressing this challenge is effective human resource management (HRM).

The success of education is determined by the mature and serious management of human resources, so that the output produced meets high educational standards. Low-quality education is the result of teachers' less-than-optimal roles in improving education [1]. Human resources are a company's asset that must be maintained. Empowering human resources that are managed regularly and systematically will produce high-quality and competitive human resources [2]. Therefore, human resource management

must be carried out as optimally as possible through various positive strategies. Thus, pesantren as an educational institution must also manage human resources, so that it will produce students who are not only proficient in religious matters but also succeed in meeting the challenges of the modern era today.

Human resource management in education can be used as a tool to increase the productivity of educational practitioners to be more productive than before. Human resource management in education is a process or effort in management that includes planning, organizing, implementing, and controlling in all aspects of education to achieve educational goals [3].

Three main issues that all parties must pay attention to in facing the 4.0 industrial revolution, according to Siswoyo, are first, obtaining quality human resources to meet the job market needs based on digital technology. Second, ensuring that the number of human resources meets the competency and quality standards required by the industry. Third, ensuring that these quality human resources are distributed evenly. Then, producing a workforce that meets the quality and capability standards required by the industry. Third, striving to ensure that high-quality workforce is distributed evenly [1].

The performance of human resources is an indicator of the success of Islamic educational institutions. This can be achieved by making efforts to improve human resources in Islamic educational institutions, and the utilization of human resource potential must also be supported by good management. To achieve this, Islamic educational institutions must nurture their human resources, especially teachers and staff, according to their competencies and qualifications in their respective fields to ensure that the principle of the right man in the right place is well implemented and produces high productivity and work efficiency, so that each educational institution has quality and competitiveness.

In the research by Wildan titled, it is stated that educational institutions that can combine flexibility, continuous career development, prioritization of employee welfare, and a participatory culture will create a work environment that motivates and supports individual growth, and have the ability to face dynamic changes in the world of education. Improving HR management through this approach is not only an investment for employees but also an investment for the future of the educational institution itself [4].

Human resources in the pesantren encompass various parties with strategic roles, such as caretakers, educators, administrative staff, and senior students. They are the spearhead that determines the quality of education, character development, and the sustainability of the pesantren's operations. Unfortunately, many pesantren still face challenges in human resource management, such as the lack of training and development for educators' competencies, limited facilities, inadequate structured recruitment systems, and internal conflicts that can hinder synergy within the institution.

On the other hand, the complexity of the pesantren environment also demands human resource management that is not only professional but also based on Islamic values. Human resources in the pesantren must be able to carry out their duties with full sincerity, responsibility, and integrity, in line with the grand vision of the pesantren as a moral-based educational institution. This requires a unique HR management approach

that can blend modern management principles with the traditions and culture of pesantren.

This article aims to delve deeper into effective human resource management strategies in the pesantren environment. The focus of the discussion includes the implementation of relevant strategies to improve the performance and quality of human resources in the pesantren. By implementing structured and Islam-based human resource management, it is hoped that pesantren can become more optimal in carrying out their role as centers for education and the development of superior Islamic generations in the midst of modern society.

RESEARCH METHOD

This research uses the literature review method. The literature review method is a research method used to analyze and integrate previous research findings related to a specific topic. This method is useful for providing a comprehensive overview of current research developments, identifying gaps in the research, or building a theoretical foundation for future research.

RESULTS AND DISCUSSION

Educational institutions play an important role in human resource development, specifically to improve the performance of educators, especially in the context of pesantren. Human resource development aims to enhance the performance and productivity of educators both currently and in the future.

According to Ahmad Tohardi [5] In creating good HR planning, there are 4 things that must be considered that form the system, namely: 1) The number of human resources, 2) Forecasting future HR needs, 3) Changes in the positions of current HR within an organization due to death, retirement, promotion, PKH, and resignation, 4) Continuous evaluation of the performance of existing HR.

Human resource management strategies that can be implemented to improve the performance and quality of educators in Islamic boarding schools include effective HR recruitment planning. This is done by analyzing the ratio between the number of students and the number of teachers and supervisors first. Because to support the learning process and the management of students, the number of students and the number of teachers and supervisors must be balanced [6]. This process can also be carried out by recruiting educators and administrators from internal sources, namely active students or teachers who are already present there [7].

High-quality learning at Islamic boarding schools can be achieved through systematic human resource planning. This planning is done by creating a list of teachers who will teach students at the beginning of the year. In the arrangement, educators are placed in suitable positions for the students. This process shows that there is attention to the educational and teaching needs in accordance with the required number and competence of teachers. Next, the organization of human resources is carried out through regular meetings with teachers. In Islamic boarding schools, human resource management must run smoothly and become routine. Control must also be carried out through the assessment of human resource performance. The evaluation process is very important to ensure that the learning process remains of high quality and aligned with

the objectives. With good planning, organization, implementation, and control, Islamic boarding schools can create an optimal learning environment for students [8].

Islamic boarding schools in human resource planning must implement three main steps, namely: 1) Assessing the current capacity of human resources, 2) Forecasting future human resource needs, 3) Analyzing the gap between existing human resources and those needed. This process aims to ensure that the existing educators and educational staff meet the necessary standards to support the vision and mission of the pesantren. Meanwhile, the efforts made to improve the quality of human resources at the Pondok Pesantren include orientation for new employees, ongoing training, and education based on Islamic values and life skills. This has a positive impact on the development of the competencies of educators and students [5].

To assist the recruitment process, the pesantren leadership considers the following: a) Performance, b) Educational qualifications, training, and experience, c) Innate talent in Islam, d) Motivation, e) Adaptability to pressure and building good relationships with others. Joint meetings can be used to elect class representatives, dormitory supervisors, office staff, and other employees. This is done by considering each teacher's abilities and their personal circumstances [9]. In the recruitment of new teachers or ustads, after opening applications, it can be followed by administrative selection, interviews, Quran reading tests, microteaching, and the caretaker's istikharah, followed by the signing of the work contract [7].

Training is very important for companies or organizations because it can help employees improve their skills and abilities so that they can perform their jobs well [10]. In addition to recruitment, to improve the performance and quality of educators, it can also be done through education and training programs. This program includes education that enhances general knowledge and training that adds specific skills. Education is theory-oriented and takes a long time, whereas training is more practical and shorter. This education and training are conducted to provide experience to educators so they can work skillfully and productively to support the success of the pesantren in developing its education [6]. In addition, training programs for teachers and ustads at Islamic boarding schools can also be conducted through mini-seminars held every month, IT training, writing training, workshops, educator motivation training, digital administration training, Quran teaching standardization training using the Tilawati method, digital learning training, pedagogical training, and training in Arabic and English teaching methods [7], [11], [12].

The development of human resources in Islamic boarding schools can also be carried out through a continuous learning model. This can be done by involving teachers or educators in subject teacher working groups (MGMP) (Musyawarah Guru Mata Pelajaran) [11]. This activity aims to assist, plan, and evaluate the teacher's learning process in the classroom with guidance from the mentor teacher to make it more directed and orderly.

Besides teachers or religious instructors, training should also be provided to administrative staff and students or pupils. As in the training on improving technology usage competence. In the midst of the times, human resource management is very important to address the differences between technological advancement and religious beliefs. Pondok Pesantren must be able to adapt to the era of Society 5.0, where AI and IT

have dominated every element of human life. In this case, training related to technology for the advancement of pesantren information systems, such as computer programming, artificial intelligence, and information technology, is highly needed. In addition, training to improve students' soft skills in communication, teamwork, and leadership is also needed to prepare them for society. Working together with local businesses and communities to give students an understanding of how technology can be used in real life. In addition, graduates can see internship and job placement opportunities as a result of this collaboration [13].

The formation of the Pesantren Culture is also one of the strategies for human resource management in improving the performance and quality of educators. This requires the establishment of standards and principles that support a productive and peaceful learning environment. The efforts made by the caretakers of the Islamic boarding school reflect the vision and mission of the Islamic boarding school. These cultures usually emphasize values such as sincerity, brotherhood, mutual assistance, and freedom, all of which must be possessed by all members of the pesantren [6].

Pondok pesantren has a different management structure, with the Kyai as the leader who has significant authority to manage human resources. This structure creates a culture of obedience among the students. In the research titled "The Concept of Human Resource Management in Islamic Institutions," the researcher states that the management of pondok pesantren is carried out by enhancing the knowledge of the Kyai and the teachers at the pondok, consistently teaching the students to behave and worship as exemplified by the Prophet Muhammad, and continuously improving human resources through training, seminars, and comprehensive religious studies. to achieve the desired goal [14].

The opportunity for educators to pursue higher education can also improve the quality and performance of teachers at Islamic boarding schools. Because their increasing and developing knowledge will influence the quality of their teaching [7], [14]. This scholarship program is provided for educators who wish to continue their education (master's or doctoral) both domestically and internationally. However, for teachers who will be granted the education advancement scholarship, they need to agree to the applicable terms, which include dedicating themselves to providing maximum performance to the pesantren [11].

Performance evaluations conducted periodically and systematically, along with a clear career promotion system, can encourage employees to improve their achievements and skills. Employee performance evaluations are based on individual accomplishments and their participation in school activities. This aims to provide constructive feedback and improve work performance [15]. Then, the evaluation results obtained are used to improve the quality of teaching and management at the Islamic boarding school. This reflects a commitment to continuously improve the learning process [8].

CONCLUSION

Fundamental Finding : Effective human resource management is essential for the success of Islamic boarding schools (Pesantren) in addressing contemporary challenges while upholding Islamic values. This study emphasizes the importance of structured

recruitment planning, continuous professional training to enhance educator competencies, systematic performance evaluations, and fostering a productive and religiously aligned institutional culture. These strategies are anticipated to enable Pesantren to produce graduates who excel in religious knowledge and remain competitive in navigating the complexities of modern life. **Implication :** The findings underscore the potential of integrating Islamic principles with modern HR management practices to strengthen the operational and educational capacities of Pesantren, contributing to the broader development of Islamic education in Indonesia. **Limitation :** This study is constrained by its reliance on literature review, limiting the ability to capture empirical evidence or contextual variations across different Pesantren. **Future Research :** Further research should explore the practical application of these HR strategies through case studies and field-based investigations, focusing on their impact on organizational outcomes, graduate performance, and contributions to societal development.

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