

Human Resource Management Strategies in The Development of Educational Entrepreneurship at Muhammadiyah 3 Pandaan Elementary School

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ABSTRACT

The purpose of this study was to determine the challenges faced in developing educational entrepreneurship at SD Muhammadiyah 3 Pandaan and to find out the strategies used to align human resources (HR) with the vision and mission of SD Muhammadiyah 3 Pandaan. This type of research uses a descriptive qualitative approach and data collection interviews, observation. The research location is SD Muhammadiyah 3 Pandaan. The results of the study stated that SD Muhammadiyah 3 Pandaan took strategic steps in the development of the industrial revolution 4.0 by developing entrepreneurship in the field of education, namely TPQ Madin, but challenges arose such as human resource management at TPQ Madin Al Jauharah which had not run in harmony with SD Muhammadiyah 3 Pandaan and the school responded by carrying out effective strategies. The positive impact is not only limited to TPQ Madin but also felt by the school, and the existence of TPQ Madin creates new jobs for the surrounding youth.

INTRODUCTION

The world has now entered the era of the 4.0 industrial revolution which is transforming production processes to be more flexible and responsive, enabling rapid changes in market demand and production. These technologies are used in various fields, such as logistics, agriculture, manufacturing, entrepreneurship and healthcare, having a significant impact on work processes, innovation and efficiency. With the digital transformation taking place, along with the Industry 4.0 revolution opens up new opportunities and changes the way businesses are run, and this is closely related to entrepreneurship.

One of the effects of this technological and information development is in the development of entrepreneurship. The number of entrepreneurs in Indonesia was recorded at 3.3 percent in 2019 and increased to 3.47 percent in 2020. However, this number is still relatively behind compared to other ASEAN (Association of Southeast Asian Nations) countries such as Thailand reaching 4.26 percent, Malaysia 4.74 percent and Singapore 8.76 percent. Through Indonesian Presidential Regulation No. 2 of 2022, the Government targets the growth of entrepreneurship ratio to reach 3.95 percent in 2024 in order to strengthen the national economic structure. This means that if we refer to the 2019 baseline, around 1.5 million entrepreneurs are still needed until

2024 in various sectors including the education sector. Government policy support and education are important factors in strengthening the improvement and development of entrepreneurs, the data was conveyed by M Aly who was reiterated by Putu Gede S quoted in the Journal of Human Resource Management, Administration and Public Services [7].

Entrepreneurship in the concept of industry 4.0 is not only focused on product creation and marketing, but more than that, namely speed and integration of mutually beneficial systems with other parties [3]. From the influence of the development of the industrial revolution era, there are several opportunities that can be captured and developed by carrying out entrepreneurial activities in the field of education.

The development of information technology has changed several fields of education, including the implementation of online education by formal and non-formal institutions. Education can be carried out without recognizing the limits of space and time, students are facilitated in learning anytime and from anywhere without having to be in a formal classroom. This shows that as the industrial revolution 4.0 develops, humans have the ability to be creative and generate innovative ideas that can ultimately generate new business value [9].

So from this opportunity, SD Muhammadiyah 3 Pandaan took a strategic step in developing entrepreneurship in the field of service education, namely TPQ Madin Al Jauharah Pandaan. From this opportunity, it can have an impact on improving local human welfare by providing new jobs. However, in its implementation, there are still many challenges that can hinder the development of entrepreneurship, one of which is in human resources (HR).

Human resources (HR) is one that is very important and even cannot be separated from an organization, both institutions and companies. HR is also the key that determines the development of an institution [2]. Human resources are the most important factor in the development of educational entrepreneurship. So in its application, there needs to be a synergy between the human resources of TPQ Madin Al Jauharah teachers and the vision of SD Muhammadiyah 3 Pandaan to achieve the desired results. Because only with the same vision, there is an opportunity for the birth of a superior, creative and innovative generation and adaptive to its development.

Responding to the challenges that arise in the development of TPQ Madin Al Jauharah at SD Muhammadiyah 3 Pandaan, it is interesting to study the management strategy steps that can be taken, especially in empowering human resources (HR).

RESEARCH METHOD

In this study, the method used is qualitative research which is descriptive research. This type of data is conveyed through descriptive word descriptions [5]. Data collection using interviews, observations. In collecting data, interviews were conducted by 3 people, namely the head of TPQ Madin, the TPQ Coordinator and

one of the TPQ teachers, which the researchers then observed directly. Which then the data is processed by researchers using the miles and hubermen technique, namely collecting data, selecting and providing conclusions.

RESULTS AND DISCUSSION

Results

Overview of TPQ Madin Al Jauharah at SD Muhammadiyah 3 Pandaan

SD Muhammadiyah is one of the Islamic educational institutions under the auspices of AUM Muhammadiyah which was founded on August 1, 1962. This school has a mosque-based school branding, by integrating and making the mosque the center of education. From the development of the industrial revolution 4.0, SD Muhammadiyah 3 Pandaan sees an opportunity in entrepreneurship in the field of service education. By maximizing the existing potential, an entrepreneurship in the field of education was created, namely TPQ Madin, which since this research was made is one year and 4 months, namely since August 1, 2022.

TPQ Madin was formed because of several things, namely: (1) the existence of a business opportunity seen by the principal, with the absence of TPQ Madin in Islamic private and public elementary schools around. (2) The suitability of the school branding, which is a mosque-based school. (3) The number of requests from parents and guardians of students who want their children to continue to get religious learning, namely reading the Quran in order to support and improve religious learning at school. (4) There is support from the background of SD Muhammadiyah 3 Pandaan teachers who are graduates of the hut and have the potential to teach at TPQ Madin. (5) as well as a step to participate in the success of the program initiated by the Pasuruan Regency government, namely Wak Muqidin (wayahe kumpul mbangun TPQ lan Madin), meaning that it is time to build TPQ and Madin.

TPQ Madin Al Jauharah is not only one of the non-formal Quran education institutions for the surrounding community, but also a new job opportunity for local youth who have the potential to teach in the field of Quran. Because in the implementation of this TPQ Madin, teachers are not only from within SD Muhammadiyah 3 Pandaan but also recruit from outside. From here new challenges arise that have to do with the human resources (HR) of teachers from outside the school, with this SD Muhammadiyah 3 Pandaan applies HR management strategies in its entrepreneurial development to obtain quality and competent human resources in order to run in harmony with the vision and goals of SD Muhammadiyah 3 Pandaan.

Human Resource Management Strategies for Educational Entrepreneurship Development at SD Muhammadiyah 3 Pandaan

Entrepreneurship in the field of education at this institution since this research was made is one year and five months to be precise since August 1, 2022. TPQ Madin was formed due to several things, namely (1) the existence of a business opportunity

seen by the principal, with the absence of TPQ Madin in Islamic private and public elementary schools around. (2) The compatibility between the school's vision and mission, which is a mosque-based school. (3) The number of requests from parents and guardians of students who want their children to continue to get religious learning, namely reading the Quran in order to support and improve religious learning at school. (4) The existence of supporters from the background of SD Muhammadiyah 3 Pandaan teachers who are graduates of the hut and have the potential to teach at TPQ Madin. (5) as well as a step to participate in the success of the program initiated by the Pasuruan Regency government, namely Wak Muqidin (wayahe kumpul mbangun TPQ lan Madin), meaning it's time to build TPQ and Madin.

In the implementation of its management, which is in the form of an organizational structure, it consists of the head of TPQ Madin, the coordinator in charge of TPQ Madin and the teachers who teach TPQ Madin who come from outside and inside the school. They have a long-term goal of providing financial and non-financial impact to the school, this was conveyed through an interview with the coordinator in charge of TPQ Madin.

According to the results of interviews conducted on December 19, 2023, there are challenges faced by TPQ Madin, namely:

1. Management of Human Resources or educators at TPQ Madin, because there are educators who come from outside SD Muhammadiyah 3 Pandaan who are still not in harmony or agreement at TPQ Madin.
2. The shortage of educators for teachers at TPQ Madin due to the increasing number of students.
3. Organizing HR management strategies as an improvement in performance and services and teaching at TPQ Madin.

However, the challenges faced by TPQ Madin made the TPQ Madin management finally take a step, namely:

1. Conducting training and providing motivation for educators in TPQ Madin so that they can understand the purpose and direction of TPQ Madin at SD Muhammadiyah 3 Pandaan.
2. Open vacancies or recruitment and selection for educators at TPQ Madin
3. Conducting a gradual evaluation to see the strengths and weaknesses of the teachers' performance at TPQ Madin.
4. Provision of pay and increments therein.

With the above steps, it has made significant progress in the development of TPQ Madin so far, because the number of students in the year continues to grow and has a positive impact, especially for schools.

Discussion

Educational entrepreneurship is defined as the content, methods, and activities that support the development of motivations, competencies, and experiences that make

it possible to apply, manage, and participate in the process of providing added value [8]. And in the development of educational entrepreneurship, Human Resources are an important part. They play an important role in developing entrepreneurial initiatives.

Every institution needs its human resource management policies and activities to be considered in relation to its broad strategic objectives. HRM strategy means conducting and formulating HR policies and practices based on employee capabilities and behaviors required by the institution to achieve its strategic objectives [4].

Human resource strategy is a plan for the quality of human resources in order to develop towards a better direction, meaning that the existence of a human resource strategy helps a person to be more qualified and competitive for a company. Human resources are very important for the company because human resources determine the progress or failure of a company [6].

As for its implementation, the effectiveness of human resource management strategies using 10 (ten) measuring instruments, including.

1. Teamwork

Teamwork is a top priority to realize company goals. Good teamwork is able to produce maximum performance in each employee and management.

2. Employee authority and participation

Human resource management strategies should be effectively administered, authorizing employees to perform their duties and involving them in decision-making.

3. Flexible and diffuse work force planning

An effective human resource management strategy provides a flexible and diffuse workforce plan.

4. Work force productivity and quality of results

Human resource management strategies are oriented towards workforce productivity as well as the quality of results obtained.

5. Management and executive development

Human resource management develops effective management to trigger morale.

6. Success planning and manager development

Effective human resource management strategies are critical to success and the development of managers must be planned, structured and measurable.

7. Identification of follow-up issues/strategic studies

Human resource management is able to identify further issues related to changes in the complex business environment and due to the impact of globalization that require effective strategies.

8. Employee and manager communication

Human resource management strategies should have good communication so that the work environment or atmosphere is conducive and employees are loyal to the company or organization.

9. Work programs

Human resource management strategies must organize work programs. A wellprogrammed work program can make it easier for employees to carry out their duties.

10. Family programs

Human resource management must pay attention to employee family programs so that it is not only limited to the relationship between management and workers but the relationship like a family [1].

It is important to note that these strategies should be tailored to the needs and suitability of existing human resources, perceived barriers, and expected goals. No single approach is suitable for different human resources. Therefore, adaptability and flexibility in designing and implementing human resource management strategies are key to managing resources that can achieve their intended goals.

The results showed that SD Muhammadiyah 3 Pandaan has successfully implemented a human resource management strategy in the implementation of educational entrepreneurship, namely the TPQ Madin teachers, the school took strategic steps to equalize the steps of TPQ Madin teaching resources with school goals.

The school responded to these human resource challenges by formulating effective strategies. Training and motivation for educators, creating strong branding, opening vacancies for new educators, and gradual evaluation are the steps taken to overcome these obstacles.

The positive impact felt from the implementation of these strategies makes TPQ Madin learning run smoothly and get a good response from student guardians and local residents. Teachers can carry out their responsibilities well and students get good and fun learning.

CONCLUSION

In this study, it can be concluded that SD Muhammadiyah 3 Pandaan has successfully read the opportunities of the development of the industrial revolution 4.0 by incorporating entrepreneurship in the field of education, namely TPQ Madin. Which in its development cannot be separated from the obstacles and challenges experienced, one of which is the Human Resources in it. In response to these challenges, SD Muhammadiyah took strategic steps in Human Resources management to equalize the steps of teachers to achieve the desired goals. The strategic steps taken to guide and direct the teachers of TPQ Madin have brought the school to feel the positive impact of student guardians and local residents on the development of TPQ Madin and the school as a whole. Thus, this study contributes to the understanding of human resource management strategies, while identifying the challenges faced and offering recommendations to improve the quality of human resources in educational entrepreneurship in primary schools. Hopefully, the results of this study can serve as a guide for improving the quality of human. The

authors' conclusions and recommendations are given in this section and are consistent in using the term "Conclusion". The conclusion of the study should serve the immediate purpose of the study in this section. This may be followed by suggesting relevant future studies.

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