

IMPLEMENTING ISLAMIC BOARDING SCHOOL VALUES IN HUMAN RESOURCE PLANNING

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ABSTRACT:

Implementing human resource management at SMK Al Khoiriyah is guided by Islamic boarding school values. The teachers at SMK Al Khoiriyah are very heterogeneous. The difference can be seen in the competence and mastery of technology. This study describes the human resource planning carried out by SMK Khoiriyah Hasyim Tebuireng. The method used is qualitative with data collection of observations, interviews, and documentation. The results showed that human resource planning at SMK Al Khoiriyah was carried out centrally in the quality assurance unit of the pesantren. The KH Foundation must approve the impacts of human resource planning. M Hasyim Asy'ari decided to take care of the Tebuireng Islamic Boarding School. The form of human resource planning at SMK Al Khoiriyah is improving performance based on Islamic boarding school values by prioritizing cultural values. In the process, human resource planning also involves the business world and industry following the expertise program at SMK Al Khoiriyah Tebuireng.

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ABSTRAK:

Praktik pelaksanaan manajemen sumber daya manusia di SMK Al Khoiriyah berpedoman pada nilai-nilai kepesantrenan. Para guru di SMK Al Khoiriyah sangat heterogen. Perbedaan dapat dilihat pada kompetensi dan penguasaan teknologi. Penelitian ini mendeskripsikan tentang perencanaan sumber daya manusia yang dilakukan oleh SMK Khoiriyah Hasyim Tebuireng. Metode yang digunakan kualitatif dengan pengumpulan data observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa perencanaan sumber daya manusia di SMK Al Khoiriyah dilakukan secara terpusat pada unit penjaminan mutu pesantren. Hasil dari perencanaan sumber daya manusia, harus disahkan oleh Yayasan KH. M Hasyim Asy'ari dengan diputuskan bersama Pengasuh Pesantren Tebuireng. Bentuk perencanaan sumber daya manusia di SMK Al Khoiriyah pada aspek peningkatan kinerja, berbasis nilai-nilai kepesantrenan dengan mengutamakan nilai adab. Pada prosesnya, perencanaan sumber daya manusia juga melibatkan dunia usaha dan industri sesuai dengan program keahlian di SMK Al Khoiriyah Tebuireng.

Kata Kunci: *Perencanaan sumber daya manusia; manajemen sumber daya manusia; nilai-nilai pesantren; sekolah menengah kejuruan;*

INTRODUCTION

Education is essentially a process of maturation of the quality of life. It aims to optimize the educational work towards achieving the educational goals set (Sutrisno, 2016). Through this process, it is hoped that humans will understand the meaning and nature of life and what and how to carry out the duties of life and life correctly (Supriatna et al., 2014). Therefore, if education is to be carried out in a planned and orderly manner, then the various factors involved in education must be understood first. Multiple components in the education system, both micro and macro studies, need to be identified in-depth to function and develop these components.

Currently, technology is growing along with the changing times. Of course, every human resource in various sectors must adapt to these changes, including the education sector. Teachers as human educational resources must be sensitive and responsive to these technological changes. It can be done by increasing the competence of teachers through training (education and training) and technical guidance (technological guidance). This teacher's competence includes knowledge, skills, attitudes, and values to align with the surrounding environment (Mustamim et al., 2020).

Improving teacher competence is closely related to human resource management. HR management is a business planning, organizing, directing, coordinating, and supervising HR to achieve organizational goals effectively and efficiently (Saefullah, 2012). Management (HRM) provides the ability to



manage all aspects of an organization's HR information (Hoch & Dulebohn, 2013). The most critical HR management process to pay attention to is HR planning.

HR planning is an essential element of organizational effectiveness (Ashton, 1988) because every workforce will face changing globalization, new technologies, administrative restructuring processes, and age differences. These things will generate uncertainty and are difficult to predict, so the organization must develop a synergistic HR plan.

Careful HR planning will positively impact the quality of HR itself, especially in obtaining work performance. Organizations that have quality human resources will have good work performance. Work performance is the answer to the success or failure of the goals that have been formulated because the last measure of organizational success is the work performance or performance of HR. Good job performance requires a very mature process and job analysis. Job analysis is a systematic process of analyzing information about work, including duties, obligations, and responsibilities (Kaswan, 2012). Organizational goals will be easier to achieve if employees are placed in positions that match their competencies (Arifudin et al., 2017). Thus, the teacher's work performance will support the achievement of the goals of the educational organization itself.

In this case, the party who plays the most role in improving teacher performance is the principal. The principal must implement careful HR planning for the school he leads (Dwihartanti, 2007). In addition, principals need to have high motivation (Kadir et al., 2014) to encourage teachers to have good performance. Good performance is obtained from the initial process until the job is completed (Effendy & Fitria, 2020).

SMK Khoiriyah Hasyim Jombang is an educational institution under the auspices of the Tebuireng Foundation. This school is the first SMK in Pesantren Tebuireng with the main Multimedia program. Multimedia programs are very well known in the community. Students in this program will learn the process of photo editing, making animated films, and creating web and games. This program aims to give students can use technology.

SMK Khoiriyah combines the pesantren curriculum with the vocational education curriculum in general. The Khoiriyah Vocational School teachers are

professional in their fields. The practice of implementing human resource management is guided by pesantren management so that the pesantren culture is still applied in Khoiriyah Vocational School.

Several studies related to HR have been carried out. Sunarto, in his research on predicting future HR needs and implements HR planning by involving four aspects of HR planning, namely: (1) projection of the number of employees needed (forecasting of employees), (2) identifying available human resources in the organization (human resources). Audit), (3) perform an analysis of the balance of supply and demand (demand and supply analysis), (4) run an action program (action program). Institutions that carry these four aspects can project good employees in quantity, quality, strategy, and operations. Thus, the organization can maintain and develop its existence to date (Sunarta, 2010).

Aniqotsunainy explained that the principal plays a role in formulating the strategic planning of human resources needed for the present and the future. Principals must choose the ideal quality of teachers, who appear as educators, teachers, innovators, and dynamists to achieve educational goals (Aniqotsunainy, 2015).

SMK Khoiriyah Hasyim Jombang has several human resources with minimal skills in technology. To generalize the capabilities of these human resources, schools need to carry out mature human resource management so that all human resources have qualified qualities in the field of technology. This study also discusses HR management which includes planning, organizing, motivating, and evaluating. HR management is carried out through team formation, organizing activities, scheduling, direct coordination with subordinates and supervisors in the scope of schools and Islamic boarding schools. In addition, direct and indirect review and supervision are also considered in the evaluation so that HR performance and productivity will increase with better performance in the future.

METHODS

This study uses a qualitative method. The qualitative research design is carefully prepared by revealing a complete and precise theoretical analysis. That way, the research findings will find an extraordinary proposition (Tanzeh,



2009). Data were collected through observation, interviews, and documentation. Data analysis was carried out by data reduction, presentation, and concluding (Sugiyono, 2019). The research location is at SMK Khoiriyah Hasyim Tebuireng Jombang, East Java. The source of the data is the Principal of SMK Khoiriyah Hasyim Tebuireng Jombang.

FINDINGS

Human Resource Planning at SMK Khoiriyah Hasyim Tebuireng Jombang

Human resource planning is the process that management uses to determine how the organization should change from its current Man Power position to the desired position. (Soliha, 2006). Human resource management is a critical area of an organization because it will manage people effectively to achieve organizational goals (Sutrisno, 2011).

Human resource planning is analyzing and identifying the availability of human resource needs. Human resource management at SMK Khoiriyah Hasyim Tebuireng Jombang involves several employees or teachers who are a team carrying out planning with shared responsibility. The group consists of the principal, the teacher council, and the parents of students. The human resource planning process at SMK Khoiriyah Hasyim Tebuireng Jombang requires data on the availability of human resources, future HR needs, strategies and implementation of HR searches, and estimates of HR demand (Juwari, 2021).

The HR planning process involves teachers in training, seminars, workshops, and training from institutions through school workgroups or foundations. In addition, teacher training and development is carried out regularly every month with the school principal. Furthermore, the school budgets the allocation of costs by facilitating the making of the syllabus, lesson plans, filling out leger, and others from school funds or BOS management every year (Juwari, 2021).

The stages of human resource planning are processes that require several steps in assessing and making decisions. The scenes in human resource planning at SMK Khoiriyah Hasyim Tebuireng can be seen in chart 1.

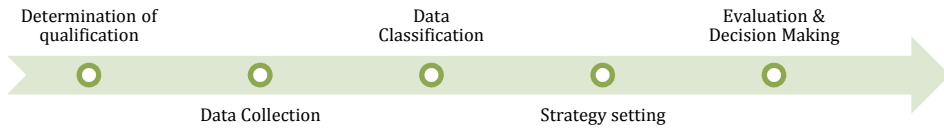


Chart 1. Stages of HR Planning Management at SMK Khoiriyah Hasyim Tebuireng.

In chart 1, it can be seen that there are five stages in human resource planning at SMK Khoiriyah Hasyim Tebuireng. First is the determination of qualifications. The principal conducts a mapping of the quality and quantity of human resources at this stage, especially the teaching staff. Second, data collection. The results of the mapping of educators in the first stage, the human resource planning team, collected complete data on information from each teacher that had been mapped. Third, data classification. At this stage, the planning team grouped data and information based on the skills and weaknesses of the teachers. Fourth, setting strategy. Based on the teachers' failings, a mapping of possible strategies can be carried out to increase the teachers' competence. Fifth is decision-making. At this stage, the planning team determines the appropriate method for the teachers to improve their competence according to their individual needs: sixth, planning evaluation. Evaluation of human resource planning is done by collecting descriptive-systematic information. Evaluation of human resource planning is carried out under the auspices of the principal and in collaboration with teachers to evaluate the results of the realized planning (Haryanto, 2020). Likewise, at SMK Khoiriyah Hasyim Tebuireng, a planning team led by the principal carried out the planning evaluation.

SMK Khoiriyah Hasyim Tebuireng has plans to become a more intellectual school. Implementation of the procedure begins with the performance of employees by doing their work according to their responsibilities. In addition, the implementation requires a budget to support the implementation of the previously agreed plan.

High Work Ethic at SMK Khoiriyah Hasyim Tebuireng Jombang

Work performance results from work achieved by a person carrying out the assigned tasks based on expertise and experience. The teachers at SMK Khoiriyah Hasyim Tebuireng have good discipline. They come and go on time, likewise during the learning process in class. The teachers have a high work ethic and enthusiasm (Juwari, 2021).

Teachers' work performance at SMK Khoiriyah Hasyim Tebuireng is an act wholeheartedly to carry out education in schools. They give their best for the implementation of learning, both in the classroom and outside the classroom. Teachers and employees who help with school administration activities provide full service. Thus, they help each other realize the best education at SMK Khoiriyah Hasyim Tebuireng. Teachers and employees create a work culture with high discipline and work ethic through every action shown.

DISCUSSION

Human Resource Planning

Human resource management needs to be well planned and prepared with an excellent formula to produce human resources with extraordinary performance. Human resource planning is a process of determining how the organization should move from the current state of human resources to the desired position of human resources in the future. From this concept, human resource planning is seen as a linear process, using past data and techniques to guide future planning.

Human resource planning is essential for human resource management (Dibyantoro et al., 2021). A plan must be based on current events, accompanied by thoughts for the future, so that the goals to be achieved can be obtained (Saichu & Kurniawati, 2020). Through this human resource planning, schools strive to get the right people, in the correct number, at the right place and time. In addition, schools also strive to do things that result in maximum long-term satisfaction for both the organization and the individual (Priyono & Marni, 2008).

Human resource management at SMK Khoiriyah Hasyim Tebuireng Jombang can be pursued by organizing, processing, and utilizing employees to carry out the results productively to achieve educational goals. Human resources need to be professionally improved so that there is a balance between employees and the institution's demands and capabilities.

The principal of SMK Khoiriyah Hasyim Tebuireng Jombang is improving employee balance by implementing disciplined behavior when coming, teaching, and going home, promoting teachers to higher positions with more responsibilities, such as deputy head in the curriculum. In addition, the principal provides supervision related to the assessment of educator performance attitudes (SKP) in each semester.

Human resources have a significant role in an organization, especially in achieving organizational goals (Leuhery, 2018). Every organization must manage HR to prevent the loss of human assets to other organizations (through employee motivation and retention) (Showkat et al., 2019). Before undertaking the activity, an activity implementation plan should be made to ensure or minimize disruption to school plans.

Creativity and work efficiency of human resources can improve overall organizational performance (Sundiman, 2017). In human resource management, evaluations range from planning, implementation, and results—evaluation of human resource management based on a practical planning process for various things. The evaluation results help determine the extent to which the achievement of the goals achieved by schools to improve the school's quality and quantity. These results are used to develop a good program and help explain the program with objective things with various facilities and infrastructure and the facilities that have been provided. The evaluation results can show the level of success of the learning method used. The evaluation results can describe the organization's effectiveness, administration, management, procedures, and supervision relating to the employee's balance. The evaluation results can also show the level of satisfaction that has been achieved (Juwari, 2021).



Evaluation is the process of determining the value or effectiveness of activity for decision-making purposes. The form of planning evaluation is realized in the form of a review. The review comprehensively evaluates all components and minor elements found in the formation and sematic PAT Past (Juwari, 2021).

HR management has an impact on information technology (IT) business strategy. Organizations seek to capitalize on the strategic alignment between information technology (IT) and business areas. The analysis of 71 scientific articles shows that HR contributes more effectively in aligning technology and business. Accordingly, HR is treated as part of a business that competes for scarce investment resources (Oehlhorn et al., 2020).

Work performance

Work performance results from work in quantity and quality that an employee has achieved in carrying out his duties following the responsibilities given to him (Purba, 2018). Performance appraisal is an important thing that the company must consider to determine an employee's performance in a company (Simanjuntak et al., 2017). Performance appraisal is a formal process to periodically review and evaluate a person's work performance (Wahyono, 2018). Teachers devote their energy or time to educating and teaching children as much as possible. An employee or teacher is seen from his characteristics and perceptions of his role in the work. A separate form of assessment in carrying out its work program is called work performance (Juwari, 2021).

Specialized human resources are valuable and potentially scarce because they hold knowledge built up by complex social mechanisms (Brito & Oliveira, 2016). SMK Khoiriyah Hasyim Tebuireng Jombang can improve approach efforts in conducting employee job assessments. This increase is to help the process of good teaching at SMK Khoiriyah Hasyim Tebuireng Jombang run to become a more independent school following the business processes that the employees have carried out.

After the implementation of human resource planning management, it can be seen that there is a change in the Khoiriyah Vocational School teachers, namely by increasing work ethic starting from time discipline at work. In addition, the teacher's concern for students is growing. It can be seen from the teachers who willingly spend outside school hours for extra activities and

guidance for class XII students. In terms of technical skills, some teachers have improved. It can be seen with old teachers who are technology stutterers now starting to independently open and turn on learning devices such as laptop projectors and other teaching aids by getting used to and independently (Juwari, 2021). Work performance is significant for a teacher to assess the continuity between his personality and characteristics. The assessment is to improve the achievement of work programs based on work performance.

CONCLUSION

The human resource planning management process at Khoiriyah Hasyim Tebuireng Vocational School includes the availability of existing human resources, future human resource needs, strategies and implementation of human resource search, and estimates of the human resource demand process at Khoiriyah Hasyim Tebuireng Vocational School. Human resource planning management can help provide solutions to the HR gap of Khoiriyah Vocational School, and poor work performance is increasing and is better than before. The gap that was initially high gradually becomes low. In the future, it can be improved again by conducting the same research but adding points and target objects and data taken and can be added with HR conflict management.

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