

HUMAN RESOURCES MANAGEMENT AT MA'HAD ALY PONDOK BOARDING BOARDING DARUSSALAM BLOKAGUNG BANYUWANGI

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Abstract

Human resources (HR) is the main element in the organization compared to other elements such as capital and technology because humans themselves control the others. This shows that HR is one of the important factors for the success of an organization, such as an educational institution. Therefore, HR needs to be managed as well as possible so that it can be utilized for the benefit of the organization. This study aims to analyze: (1) HR planning at Ma'had Aly. (2) HR recruitment and selection at Ma'had Aly. (3) HR placement in Ma'had Aly. (4) HR development and development at Ma'had Aly. (5) Assessment of HR performance at Ma'had Aly The approach in this study uses a qualitative approach while the research design is a case study. The research location was chosen at Ma'had Aly Pondok Pesantren Darussalam Blokagung. Data collection techniques are interviews, observation and documentation. While the data analysis uses qualitative analysis through 3 paths, namely data reduction, presentation and conclusion. The results of this study. First, Planning, HR Planning is made by the lower leadership, then drafted and submitted to the upper leadership. Unscheduled planning and unwritten or documented planning programs. Second, the pattern of recruitment and selection. Recruitment of new staff is based on the evaluation results and analysis of manpower needs in the institution, while the selection decision is very dependent on the selection process and the results of istikhorah. Third, the placement is done by taking into account personal abilities. Fourth, development and coaching are carried out regularly through training, workshops, lecturer discussions, regular monthly meetings, and mass meetings. Fifth, performance appraisal is carried out using the teacher absentee percentage method and teaching journals.

Keywords: Human Resource Management, Ma'had Aly.

A. Introduction

Education and change are two things that cannot be separated. Both are two things that are equally important to always pay attention to. Education that leaves behind the flow of change means being unable to fulfill the needs of students and society. The issue of human resources is also not spared, the human resources in an educational institution must also always be able to pay attention to changes that exist today, so that the knowledge they have can always be updated according to changing times.

In educational institutions, personnel (human resources), especially school/madrasah principals, have a vital role. As the highest level of leadership and the person responsible for implementing educational autonomy at the school/madrasah level, he has a central role in personnel management. Basic activities relating to all personnel in educational institutions should be managed effectively. Because if not, it will be difficult for the educational organization to run well. This shows that human resources are an important factor for the success of an organization, such as educational institutions. Therefore, human resources need to be managed as well as possible so that they can be used for the benefit of the organization.

Human resource management (HRM) is a technique or procedure related to managing human resources in an organization. Educational human resources are an important factor for the success of a school/madrasah. For this reason, human resources must be managed as well as possible through human resource management. According to Heryanti and Mumuh (2014:53), human resources in the educational environment include teaching staff and educational staff.

Educational personnel or personnel are all people involved in educational tasks, namely teachers/lecturers as the main role holders,

managers/administrators, supervisors and employees. Educational personnel need to be trained to work well with the community (Heryati and Mumuh, 2014: 59-60).

According to UUSPN NO. 20 of 2003, specifically chapter 1 article 1 paragraph (5) in the Ministry of National Education, 2014: 3 states that "educational personnel are members of society who dedicate themselves and are appointed to support the implementation of education", and paragraph 6 "educators are educational personnel who are qualified as teachers, lecturers, counselors, tutors, lecturers, tutors, instructors, facilitators, and other titles appropriate to their specialty, as well as participating in the implementation of education."

To obtain superior students, a good educational process and professional human resources (educators) are needed. A good education process is not only the responsibility of the education organizing institution, but must also be supported by the community and government, which in this case act as the highest mandate holders of the 1945 Constitution to educate the Indonesian nation.

One of the educational providers that is highly trusted by the community to form morals is Islamic boarding school. Islamic boarding schools are Islamic religious educational institutions run by the community, where issues of discipline and etiquette are always applied in Islamic boarding schools. Islamic boarding schools in general currently provide general and religious knowledge to their students, this is one of the considerations for society to always rely on Islamic boarding schools as a place for their sons and daughters to gain knowledge, both religious and general.

Islamic boarding schools as described in PP NO. 55 of 2007 in Soebahar, 2009: 163 concerning religious education and religious education is one of the Islamic educational institutions that provides

education with the aim of instilling faith and devotion to Allah SWT, noble morals and Islamic boarding school traditions to develop the abilities, knowledge and skills of students to become an expert in Islamic knowledge and/or being a Muslim who has the skills/expertise/to build an Islamic life in society.

While obeying Dhofier (2011: 79), that an Islamic boarding school consists of five things (five elements of Islamic boarding school): cottage/dormitory, mosque/prayer room, santri, recitation of the yellow book/classics, and the presence of a kiai. Islamic boarding schools as cadre institutions prioritize education rather than teaching. Education in Islamic boarding schools is an effort to develop students as a whole and to the maximum, both mind, soul and body in the totality of boarding school life for twenty-four hours with various kinds of discipline and the consequences for violations of these disciplines. From continuous and good education and supervision, good students are born.

The human resource referred to in this research is an educator (ustadz/ustadzah) whose role is to educate students in Islamic boarding schools, especially in terms of Islamic boarding school education or what is known as diniyah education. Kiai and ustadz/ustadzah (educators) as human resources in Islamic boarding schools are a central factor in developing the quality of Islamic boarding school education. Whatever the form of work program and its objectives, Islamic boarding school education is made based on various visions for the interests of students and the progress of Islamic boarding schools. The implementation of its mission is managed and managed by the boarding school administrators. So, santri (students) are a strategic factor in all activities of Islamic boarding school institutions/organizations. Furthermore, human resource management means organizing and managing human resources based on the vision and mission of the Islamic boarding school

so that the goals of the institution and Islamic boarding school can be achieved optimally.

The Darussalam Blokagung Islamic Boarding School is one of the Islamic boarding schools located in the South Banyuwangi area of East Java Province, to be precise ± 12 Km from the cities of Genteng and Jajag and ± 45 Km from the city of Banyuwangi Regency, as well as a community struggle and service institution, with thousands of students studying knowledge there, of course the Islamic boarding school requires professional human resources (educators) in order to achieve the vision and mission of the Islamic boarding school and to maintain and improve the quality of education in the Islamic boarding school.

The Darussalam Blokagung Islamic Boarding School has been established for more than 72 years, but this Islamic boarding school has been able to maintain its existence in this modern era and at a time when many new Islamic boarding schools have been established. This is proven by the constant increase in the number of students every year, which shows that the community still trusts the Darussalam Blokagung Islamic Boarding School as a place for their children to study.

The Darussalam Blokagung Islamic Boarding School has several levels of Madrasah Diniyah, namely Madrasah Diniyah Ula Level (equivalent to MI), Madrasah Diniyah Wustho Level (equivalent to MTs), Madrasah Diniyah Ulya Level (equivalent to MA) and Ma'had Aly (equivalent to S1). In this research, researchers will focus their research on the highest Islamic institution, namely Ma'had Aly.

Ma'had Aly Darussalam is the highest educational institution parallel to undergraduate higher education which has a Islamic boarding school-based curriculum. Ma'had Aly Darussalam was founded as a forum for students who want to continue their education after graduating from Madrasah Diniyah Ulya. It can be said that Ma'had Aly

Darussalam is a continuation of study from the Ulya class to Diniyah College.

Therefore, the educational methods are more or less the same as other universities, but they still do not abandon the manhaj and culture of Madrasah Diniyah Al Amiriyyah. The educational method at Ma'had Aly Darussalam is a collaboration between traditional education Manhaj, namely studying Arabic books, by listening to the ustadz's explanations, and the current method which places more emphasis on the shawir or discussion system.

In every institution, of course, there are human resources who play a very active role and achieve quality education in every teaching and learning process. It has been proven that at the Darussalam Blokagung Islamic Boarding School, there are a lot of human resources, but the Islamic boarding school can manage all of them well and optimally, so that the quality of education from each institution can be achieved.

HR management at the Darussalam Islamic Boarding School Blokagung is very important because all aspects of organizational activities and learning at the Islamic boarding school run or not depend on human resources, namely the Ustadz/ustzadah. Starting from HR planning, recruitment and selection, placement, development and coaching, as well as evaluation of HR performance must be carried out optimally. In this research, researchers want to conduct research at the Ma'had Aly institution, which is the highest Islamic institution which is said to be equivalent to a bachelor's degree in formal educational institutions.

B. Method

This research uses a qualitative descriptive method, namely research that describes the results of research as an answer to the

formulation of research problems in the form of explaining what is seen, heard, felt and asked about related objects to obtain factual data (Sugiyono, 2015), with the object Ma'had Aly Darussalam Blokagung. while data collection techniques were carried out using interviews, observation and documentation (Sugiyono, 2015). Data analysis includes data reduction, data presentation and drawing conclusions or verification using qualitative descriptive data methods. Checking the validity of the data is carried out using a triangulation system, among others data triangulation, observer triangulation, theory triangulation, method triangulation.

C. Results and Discussion

1. Human Resources Planning in Ma'had Aly Darussalam

Planning is a very important and decisive initial stage for the implementation of human resource management to improve the quality of education in an educational institution, whether formal, informal or non-formal education.

The planning in this research is the planning of the teaching staff at Ma'had Aly Darussalam. Planning at Ma'had Aly is not structured or scheduled, but when planning is needed, it will be made, as is the case when the number of people interested in Ma'had Aly increases year by year and demands more teaching staff, the institution will immediately make a plan. to look for additional human resources. When making human resource planning, an institution must always think about or pay attention to the goals and quality of the Ma'had Aly institution itself.

Planning is an important thing to apply in all matters, especially in management, planning must always be there so that all activities can be directed in their implementation. From this it can be

concluded that in terms of human resource management at the Ma'had Aly Darussalam institution in practice, the planning has been implemented but is still not structured and written down, there are no written documents regarding official HR planning. Even though the planning is not written down and not scheduled, the implementation of the planning is always ongoing and always pays attention to the quality that the institution wants to achieve.

2. Recruitment And Selection Human Resources at Ma'had Aly Darussalam

After the planning process is complete, the next process is the recruitment and selection process. The recruitment and selection process are two important processes in HRM, because recruitment and selection really determine the human resources who will do the job at hand. Recruitment is an effort to find or attract new teaching staff who meet the criteria desired by the institution. This activity is needed when the institution needs new prospective teaching staff to fill vacant positions and the need for certain jobs based on the required qualifications/requirements in sufficient numbers.

After the recruitment process is complete, the next process is HR selection. The selection process is the key to HRM success, because with selection the institution can get the people it really needs, provided that the recruitment process that precedes the selection process is carried out with good procedures.

The Ma'had Aly Darussalam institution also carries out a recruitment and selection process even though the institution is an educational institution under the auspices of a boarding school, because the institution considers the recruitment and selection

process to be a very important process and really supports whether quality will be achieved or not.

At Ma'had Aly Darussalam, the HR recruitment pattern is carried out by the lower leadership and then submitted to the upper leadership and the upper leadership makes a selection whether they accept it or not. Next, the selection process is determined by the results of the *istikhoroh*. *Istikhoroh* is the main determinant. If the results of the *istikhoroh* are not good then it will not be accepted. This also does not mean not paying attention to the intellectual aspects of HR, the institution will place them according to HR's capabilities.

3. Placement Source Power Humans in Ma'had Aly Darussalam

To follow up on the recruitment and selection process, the next step is the placement stage for new teaching staff. Before new teaching staff carry out their duties as one of the teaching staff at the Ma'had Aly Darussalam Blokagung institution. Placement is the final process of selection. Every institution or organization that has carried out recruitment and selection will definitely carry out placements. Placement is the introduction of new or old HR with new responsibilities, new tasks, or new positions. So the actual placement process is not only for new HR but also for old HR who have changed positions, or so on.

The placements at the Ma'had Aly Darussalam institution do not involve a prior familiarization process with new positions, new responsibilities or new jobs, they are immediately assigned to work after being declared to have passed the selection or being accepted to become teaching staff. This is admitted by the institution that in terms of placement it is very weak, in the sense that the institution is still not optimal in managing it, but this has been done. And

institutions are not wrong in placing human resources in accordance with their abilities with the needs of the institution.

If the human resources come from Ma'had Aly himself, then their placement is seen from the time they were in college, the human resources tend to be based on what material, what skills they have, and also seen from their development after recruitment occurs. If the new human resources come from outside Ma'had Aly, then the most important thing to consider is the community's view of these human resources. For example, if an institution appoints new human resources from among community leaders, then the institution will find out about the scientific aspect of the human resources from the community's perspective, what kind of knowledge the human resources tend to have, then it will be adjusted to the needs of the institution. Placement also refers to recommendations from top management.

Human resource management, especially in the placement section at the Ma'had Aly Darussalam institution, can still be said to be a very simple process, just by considering the capabilities that the human resources have and the needs that the institution wants or it could be said that by placing the human resources in a place that is in accordance with their abilities and knowledge. HR has it. The Ma'had Aly Institute calls it "Putting things in their place". But this is indeed very important. The point is that even though the placement process is very simple, what is carried out by the institution is the most complicated process.

4. Development and Coaching Human Resources at Ma'had Aly Darussalam

After HR has been received and placed in a work position according to their abilities. An institution or organization must develop and develop human resources in order to always maintain the quality of these human resources. Human resource development is the preparation of people or employees to assume higher responsibilities in an organization or company.

Human resource development is closely related to increasing the intellectual abilities needed to carry out better work. In carrying out development, things that are always developed are from a scientific or cognitive perspective, by conducting training, public lectures, advanced study programs, joint scientific discussions, workshops, and mass gatherings.

After development is carried out, the next stage that must be carried out is coaching. Coaching is the next step after development. HR cannot just be left behind after receiving development, but must continue to be developed so that it becomes more established.

Development of human resources at the Ma'had Aly institution continues to be carried out through lecturer discussions with fellow lecturers and lecturer meetings with leaders. The thing that is most preferred in the coaching program is discipline, because discipline is a very important thing that human resources have to support their performance and make them role models for Ma'had Aly students. Teachers or educators are role models for their students. What happens if the teacher doesn't have strong discipline, so Islamic boarding schools and institutions really pay attention to that.

5. Evaluation Resource Manat Ma'had Aly Darussalam

Performance assessment is carried out to provide an evaluation of the performance or work achievements obtained by the organization, team or individual. Performance appraisal will provide feedback on work goals. Job assessment is a process carried out by a company or institution in evaluating a person's job performance.

Regarding the issue of assessing HR performance at the Ma'had Aly Darussalam institution, they still do not have special instruments or steps for assessment. However, institutions carry out assessments using very simple methods, namely teaching journals and lecturer attendance.

D. Conclusion

Human Resources Planning at Ma'had Aly Darussalam is made by lower management, then a concept is created and submitted to upper management. Planning is not scheduled and the planning program is not written or documented. Recruitment and selection patterns: Recruitment of new human resources is based on the results of evaluation and analysis of staffing needs in the institution, while selection decisions are very dependent on the selection process and results of *istikhorah* and paying attention to the intellectual aspect that HR has. Placements are made taking into account personal abilities. Development and coaching is carried out regularly through training, workshops, lecturer discussions, regular monthly meetings, and mass meetings. Performance assessment is carried out using the percentage of teacher absences and teaching journals.

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