

Optimizing Human Resource Management in Madrasah Tsanawiyah

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Abstract

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This study examines the implementation of Sharia-based human resource management (HRM) at State Islamic Junior High School 1-4 South Lampung. The scope of the study includes the planning and assessment of the performance of educators and education personnel with an emphasis on Sharia values. The purpose of the study was to investigate the closed and open planning systems applied in the recruitment of educators, teachers' families, and cooperation with universities, as well as to understand the practice of performance assessment. The research method involved descriptive data analysis and a qualitative approach. Conducted at State Islamic Junior High School 1-4 South Lampung, data collection involved observation, interviews with informants, and secondary data analysis from related literature. The results of the study indicate that the implementation of HRM involves a closed planning system through internal analysis and open planning through external recruitment by BKN. Performance assessment, although objective-based, is faced with the constraint of objectivity due to social relationship factors between staff members. The conclusion shows that the complexity of implementing Sharia-based HRM in Islamic education. Further efforts are needed to improve the objectivity of performance assessment, ensure accountability, and develop policies that are in accordance with Sharia principles in the educational context. The implications of this research can contribute to the development of policies that are more effective and in accordance with Sharia values.

Kata kunci: Penerapan Manajemen Sumber Daya Manusia, Kinerja, Nilai-Nilai Syariah

Abstrak

Penelitian ini meneliti implementasi manajemen sumber daya manusia (SDM) berbasis Syariah di Madrasah Tsanawiyah Negeri 1-4 Lampung Selatan. Ruang lingkup kajian mencakup perencanaan dan penilaian kinerja tenaga pendidik dan kependidikan dengan penekanan pada nilai-nilai syariah. Tujuan penelitian adalah menginvestigasi sistem perencanaan tertutup dan terbuka yang diterapkan dalam perekrutan tenaga pendidik, keluarga guru, dan kerjasama dengan perguruan tinggi, serta memahami praktik penilaian kinerja. Metode penelitian melibatkan analisis data deskriptif dan pendekatan kualitatif. Dilaksanakan di MTs Negeri 1-4 Lampung Selatan, pengumpulan data melibatkan observasi, wawancara dengan informan, dan analisis data sekunder dari literatur terkait. Hasil penelitian menunjukkan bahwa implementasi manajemen SDM melibatkan sistem perencanaan tertutup melalui analisis internal dan perencanaan terbuka melalui rekrutmen eksternal oleh BKN. Penilaian kinerja, meskipun berbasis tujuan, dihadapkan pada kendala objektivitas karena faktor hubungan sosial antara anggota staf. Kesimpulan menunjukkan bahwa kompleksitas dalam menerapkan manajemen SDM berbasis Syariah di pendidikan Islam. Diperlukan upaya lebih lanjut untuk meningkatkan objektivitas penilaian kinerja, memastikan akuntabilitas, dan mengembangkan kebijakan yang sesuai dengan prinsip-prinsip Syariah di konteks pendidikan. Implikasi penelitian ini dapat memberikan kontribusi pada pengembangan kebijakan yang lebih efektif dan sesuai dengan nilai-nilai Syariah..

PENDAHULUAN

Education is the main pillar in the development of a nation which certainly has a strategic role in shaping the character and quality of human resources. Education in the increasingly rapid era of globalization requires being able to carry out good dynamics in the form of adjustments in all aspects of educational institutions (Ahmad et al., 2023). An educational institution is a place where individuals have the right to receive education within a certain period of time, which includes providing a variety of learning environments and learning spaces, one example of an educational institution is a Tsanawiyah madrasah (Kartiko, 2019). Madrasah Tsanawiyah has a very important position as a junior secondary Islamic-based educational institution that contributes to forming a young generation of quality and noble character (Setyowati et al., 2024). In reaching this young generation, optimization of human resource management (HR) is needed as the main basis. Optimal human resource management is the key to success in improving the quality of education in Islamic boarding schools (Enes et al., 2024; Jaelani et al., 2020; Srimawirya et al., 2021). Various efforts can be made to obtain successful human resources, including by first carrying out personnel planning, then carrying out personnel management, such as attractive development activities, selection, orientation and internship programs, training and performance evaluation. However, the educational problems currently faced by Indonesian society, including Islamic education, are: 1) low equality of education, 2) the quality and importance of education is still weak, and 3) . Educational governance is still weak, along with a lack of scientific and technological expertise and independence (Asad et al., 2023; Faizah et al., 2023; Yusuf, 2024).

Apart from that, to overcome existing problems in education, standardization of teacher planning, human resource planning strategies, staffing models, strengthening teacher potential, delivery and improvement of teaching, as well as school management in human resource management are required (Díez et al., 2020; Mercer et al., 2010). So, the focus of this research is more on planning research on educational staff and educators . Educational workforce planning and educators are one component of human resource management. Human resource management is a central element in educational institutions (Sušanj et al., 2020). However, the fundamental phenomenon that is currently occurring in many educational institutions is the low qualifications of educational staff and educators (Alam & Mohanty, 2023; Blanco-Portela et al., 2017; Hinojo-Lucena et al., 2019).

National education has not been able to produce superior HRM in terms of intelligence, morality, spirituality, professionalism, as well as national competitiveness and power. To anticipate this, HR must be actively involved in planning, managing and controlling the organization regarding HR development (Jumadi, 2023). This includes transforming responsive work systems into proactive work systems, transforming functional structures into more flexible structures, and implementing strategic policies (Verhoef et al., 2021). An educator and education personnel are described as contributing to the school, adding value to school productivity, and their activities are integrated into the chain of integrity of the school system that supports the provision of education. This is supported by research results (Yuliyati, 2020) that human resource management must include planning, recruitment and human resource development processes with an emphasis on planned, systematic and sustainable quality improvement. This is strengthened by research results (Hajjaj & Zainuddin, 2022) stating that human resources cannot be replaced by other factors and must be seen from the value of their contribution to the school. The above statement is in line with the definition of educators and educational personnel as stated in Law No. 20 of 2003

concerning the National Education System article 1 paragraphs 5 and 6, namely: "Educational personnel are members of society who dedicate themselves and are appointed to support the implementation of education. "Meanwhile, educators are educational personnel who are qualified as teachers, lecturers, counselors, tutors, lecturers, tutors, instructors, facilitators, and other titles appropriate to their specialty and who participate in the provision of education."

Based on the Constitution, as educators and education personnel in madrasahs, they have a legal responsibility to develop staff, curriculum and implementation of education in schools. This is where the effectiveness of educators in collaborating with educational staff or staff lies and their ability to control budget management, staff development, scheduling, curriculum development, pedagogy and assessment, with the provision of this set of abilities is very important. Providing this set of abilities is not only technical, but is also closely related to aspects of leadership, teamwork and mastery of information technology. Therefore, this research will focus on the planning of educational staff and educators, as a central element in HR management in Islamic boarding schools to explore and investigate the planning system in recruiting teaching staff. This research does not only limit itself to closed planning, which includes internal policies and selection parameters, but also involves open planning which focuses on transparency and community involvement

METHOD

The research method used is a type of qualitative research. Qualitative research is research into phenomena or events from a deeper and more complex perspective. This approach prioritizes understanding the meaning of a social, cultural and psychological context. This method does not aim to produce statistical generalizations, but to reveal the complexity and diversity of human experience and the factors that influence behavior or actions (Sugiyono, 2010). Qualitative methods will help deepen the perspective and experience of optimizing human resource management which is needed in the current era, especially in Indonesia . This will provide a rich and in-depth understanding of how the human resource management process is in accordance with sharia values.

Then , the measuring tool used is library research or library research to implement the topic/object, this aims to understand and obtain the theories, concepts and provisions of the topic being sought (Gerring, 2017) . Library research aims to search for data obtained from literature and references related to the article being searched for (Given, 2008). Furthermore, this research was carried out at MTs Negeri 1 Lampung Selatan, MTs Negeri 2 Lampung Selatan, MTs Negeri 3 Lampung Selatan, MTs Negeri 4 Lampung Selatan. From this research, it is hoped that we can obtain a theoretical framework that is relevant to the core discussion in this research

RESULTS AND DISCUSSION

Result

The results of the research are based on a literature review that has been carried out from various sources, including books, relevant journals regarding Optimizing Human Resource Management in Madrasah Tsanawiyah State 1-4 South Lampung as well as primary data obtained through information collected directly by researchers for research purposes. The results of this research are reviewed as follows:

Table 1 Data Educator and Education Lampung State MTs South

No	Madrasah	Status Accreditation	Civil servants Educator	Non-PNS Educator	Civil servants Tendik	Non-PNS Tendik
1	MTsN 1 South Lampung	B	20	42	1	10
2	MTsN 2 South Lampung	B	41	28	4	12
3	MTsN 3 South Lampung	B	16	16	3	6
4	MTsN 4 South Lampung	A	20	9	4	5
Amount			97	96	12	33
Total power educator And education MTs Country in Lampung South = 238						

Source: 2023 school data

The results of the table above show that of the 4 schools in South Lampung, the highest number of civil servant educators is at MTsN 2 South Lampung with a total of 41 educators and the lowest position is at MTsN 3 South Lampung with a total of 16 educators. Furthermore, for the number of non-PNS educators, the highest position is at MTsN 1 South Lampung with a total of 42 non-PNS educators and the lowest position is at MTsN 4 South Lampung with a total of 9 non-PNS educators. Then, the highest number of PNS Tendik is at MTsN 2 and 4 South Lampung with a total of 4 PNS Tendik and the lowest position is at MTsN 1 Lampung with a total of 1 PNS Tendik. Finally, the highest position for non-PNS students is at MTsN 2 South Lampung with a total of 12 non-PNS students and the lowest position is at MTsN 4 South Lampung with a total of 5 non-PNS students.

Based on the table above, the need for human resources in the future will be based on the changes that occur and the supply of staff in schools will certainly vary. However, in preparing the strength of human resource management activities, it is mandatory to prioritize careful planning regarding the needs of teaching and educational staff, then the stages of optimal recruitment and selection, orientation and appropriate placement with the principle of the right man on the right job at the right time, the next stage is continuous training and career management (Putra et al., 2023). With the end Providing compensation policies (salary and welfare), performance appraisals that are carried out fairly and precisely can create achievement motivation for teaching and education staff. If this can be implemented well then the opportunity to have quality and competent educators and educational staff can be realized (Asriadi, 2020).

This is in line with the identity of the Madrasah, which in its development was an Islamic education and broadcasting institution. Now this orientation is more developed and without departing from the principles of independence and independence, its leadership still has three functions. First, as an educational institution that carries out the transformation of religious knowledge (Islam) and Islamic values. Second, as a religious institution that carries out social control and third, as a religious institution that carries out social engineering (Indrawati, 2019). In order to realize this identity, human resources are needed who are able to meet the criteria, namely 1) Alquwwah (strength) depending on the type and character of the desired job and profession, it can be intellectual strength, physical and so on. 2) Aṣ - Ṣalā ḥ (good and useful). 3)

Itqān (Stability or perfectness). 4) I ḥ sān (Doing the best), and 5) Mujahadah (hard and optimal work). And 6) Tanafus and Ta'āwun (competing and helping each other) (Muslim & Nensia, 2022). Based on information from informants, it was found that the assessment given by each Madrasah head in assessing the performance of his subordinates, the researcher focused on spiritual competence, the results were as follows :

1. Islamic Values in Fulfil Promises/Obligations

The total Islamic values in fulfilling the promises/obligations of educators and educational staff at Madrasah Tsanawiyah Negeri 1-4 South Lampung are:

Table 2 Analysis Mark Fulfil Promises/Obligations Educator And power education Madrasah Tsanawiyah Country 1-4 Lampung South

NO	BS	B	C	S	K	Mark	Average
1	77	9	0	0	0	421	4.89
2	18	20	14	13	21	259	3.01
3	49	21	16	0	0	377	4.38
4	59	24	3	0	0	400	4.65
Σ						1457	16.94

Source: Processed Research Data

Of the four statements submitted, in general the informants stated that fulfilling the promises/obligations of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung was rated Very Good with a total of 16.94 . This shows that fulfilling the promises/obligations of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung must be maintained.

2. Islamic Values of Personal Responsibility & Control

The total Islamic values regarding personal responsibility & control of educators and educational staff at Madrasah Tsanawiyah Negeri 1-4 South Lampung, namely :

Table 3 Analysis of the Value of Personal Responsibility & Control of Educators and educationalstaff of Madrasah Tsanawiyah Negeri 1-4 South Lampung

NO	BS	B	C	S	K	Mark	Average
1	16	49	21	0	0	339	3.94
2	15	59	12	0	0	347	4.03
3	21	50	15	0	0	350	4.07
4	19	63	4	0	0	359	4.17
Σ						1395	16.22

Source: Processed Research Data

Of the four statements submitted, in general the informants stated that the personal responsibility & control of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung was rated Good with a total of 16.22 . This shows that fulfilling the promises/obligations of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung must be maintained.

3. Islamic Values towards Truth

The total Islamic values regarding the truth of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung, namely:

Table 4 Analysis of the Truth Value of Educators and Education Personnel of Madrasah Tsanawiyah Negeri (1-4) South Lampung

NO	BS	B	C	S	K	Mark	Average
1	0	65	21	0	0	323	3.75
2	0	61	25	0	0	319	3.71
3	0	59	27	0	0	317	3.69
4	0	57	29	0	0	315	3.66
Σ						1274	14.81

Source: Processed Research Data

Of these four statements, in general the informants stated that the transparency of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung was rated as sufficient at 14.81 . This shows that the transparency of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung must be improved.

The findings of the performance of educators and education staff regarding the value of truth mean working professionally while upholding ethical norms, professional codes of ethics, as well as regulations and rules. Correct each other to avoid mistakes, work according to the main tasks and functions and be able to understand the regulations and procedures for work education and safety (Putra et al., 2023) . The results of this research strengthen the theory regarding the principle of not exceeding capacity limits in work assignments (QS. Al- Baqarah [2] verse 286)

4. Islamic Values on Transparency

The total Islamic values in the transparency of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung , namely:

Table 5 Analysis of the Transparency Value of Educators and Education Personnel of Madrasah Tsanawiyah Negeri (1-4) South Lampung

NO	BS	B	C	S	K	Mark	Average
1	0	26	38	22	0	262	3.05
2	0	32	33	21	0	269	3.13
3	0	23	47	16	0	265	3.08
4	0	30	29	27	0	261	3.03
Σ						1057	12.29

Source: Processed Research Data

Of these four statements, in general the informants stated that the transparency of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung was rated as sufficient at 12.29 . This shows that the transparency of educators and educational staff at Madrasah Tsanawiyah Negeri (1-4) South Lampung must be improved. The findings on the performance of educators and education personnel regarding transparency are: (1) Make a work plan before implementing Educators and Education Personnel. (2) Know and understand the sequence of Educators and Education Personnel from start to finish so that work results are in line with Madrasah targets. (3) Providing service excellence to the Madrasah or students. (4) Reporting work results honestly to the leadership.

DISCUSSION

Madrasah Tsanawiyah Negeri 1 to 4 South Lampung has a structured approach in analyzing internal sources before implementing and determining the implementation of the workforce attraction program. The findings of this research are consistent with Syafaruddin's theory, which states that internal sources involve educators and education personnel within the organization who can be promoted, transferred to fill vacant positions, or reflect the profile of current educators and education personnel which reflects the organization's capabilities. Syafaruddin in his theory states that internal resources in an organization, especially in the context of education, include educators and education personnel who are already in the organization. These resources can be utilized through promotion, rotation or mutation and organizational reflection. (Gumilar et al., 2020; Retnowati et al., 2017).

Promotion means giving opportunities to existing educators or education personnel to move up based on their performance and competence. Rotation or mutation means moving individuals to other positions that are more in line with the needs of the organization or the abilities of the individual and reflection of the organizational profile means internal resources reflect the capabilities and characteristics of the organization, which are important in building competitive advantage (Legi et al., 2023; Syafaruddin et al., 2024).

The relevance of this theory in the field, especially in Madrasah Tsanawiyah (MTsN) in South Lampung, can be seen in the way they analyze internal resources before implementing a workforce recruitment program. By maximizing the potential of existing educators and education personnel, they show conformity with Syafaruddin's theory, which emphasizes the importance of optimizing internal potential to support organizational sustainability..

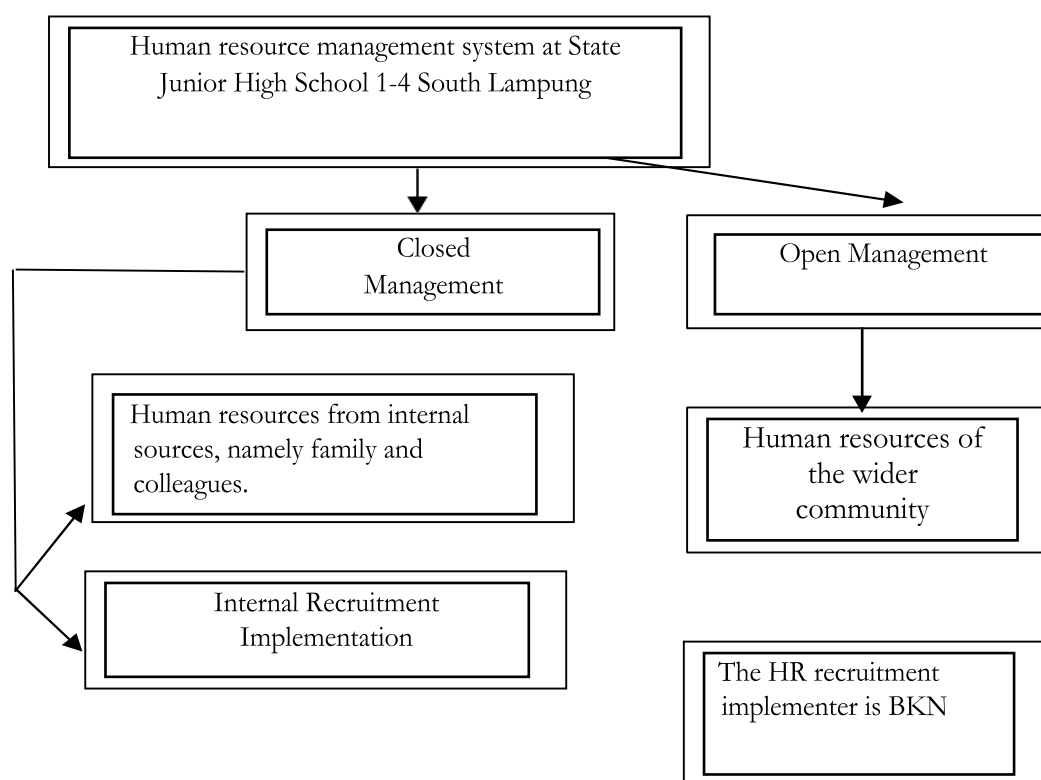
Abu Fahmi is known for his concept of human resource development which emphasizes the importance of empowerment, training and competency-based workforce management. (Apriliana & Nawangsari, 2024). Some important points of his theory are training and competency development, namely the Organization must continue to train educators to keep up with the times. Competency suitability with position, namely, each individual is placed according to their expertise to ensure maximum productivity and continuous evaluation, with regular Evaluation ensuring that individuals and organizations are moving in the direction that is in accordance with strategic goals. (Sukesi & Rindaningsih, 2023).

In the context of MTsN in South Lampung, Abu Fahmi's theory is relevant within the framework of internal empowerment. Before determining the implementation of the recruitment program, these madrasahs analyze the needs and potential of existing teaching staff, provide training if necessary, and ensure that the program is integrated with the goals of the madrasah. This step is in line with Abu Fahmi's view that workforce management must be based on competency and systematic evaluation. (Malik & Ilma, 2024).

Overall, the implementation of human resource management at Madrasah Tsanawiyah Negeri 1-4 South Lampung adopts a human resource management system approach with a closed system and an open system. A closed system is applied to recruit teaching staff and educational staff with honorary status, while an open system is used to recruit human resources with PNS and PPPK status. The implementation of the open system itself is carried out by the State Civil Service Agency (BKN).

This method is contrary to Abu Fahmi's theory that selecting prospective employees based on *tanafus* and *t a'awun* (competing and helping each other) should be based on sharia recommendations addressed to community leaders, ulama or ustadz, heads of RT/RW and other people. competent to provide recommendations for candidates. The contents of the letter include, among other things, the applicant's morals, daily social and religious activities. With this letter, the HR Division requested considerations, suggestions and opinions from independent third parties to strengthen the findings from the sharia interviews. In this case, the South Lampung State Tsanawiyah Madrasah does not use sharia recommendations in selecting prospective employees, which is at the same time contrary to the principle of suitability of personal competence to placement (QS. Yusuf [12] verses 54-55 and HR Bukhari). However, these findings are different so they can be explained more clearly through the following scheme

Scheme 1 Human resource management model in Madrasah Tsanawiyah Negeri 1 to 4 in South Lampung



In the scheme above, there are two managements, namely closed management and open management. Closed management involves the recruitment process and management of educational staff or education personnel who come from internal sources of the organization. (Cardon & Stevens, 2004; Sallis, 1996). This means that the workforce recruited or promoted comes from within the institution itself. The characteristics of closed management are that the

source comes from internal sources, Focus on workers who are already part of the organization, such as existing staff or teachers' families. The selection process is usually through promotion, rotation, or transfer of existing staff. The advantages of this closed management are Utilizing human resources who already understand the culture of the organization, The recruitment process is faster and more cost-effective, Increasing internal staff motivation through career opportunities. In addition to having advantages, this closed management has disadvantages including Limited variation of new ideas and innovations from outside the organization and the risk of bias in the promotion or rotation process due to social relationships.

Meanwhile, open management is open management which involves the recruitment process of educational staff or education personnel from outside the organization through transparent and competitive mechanisms. (Belawati & Zuhairi, 2007; Lepori et al., 2015). which has the main signs of originating from external sources, conducting a selection process through more competitive stages. The advantages of this open management allow the entry of workers with new ideas, innovations, and perspectives and increase professionalism through selection based on qualifications and competencies. While the disadvantages are in the longer recruitment time and require large resources and the challenge in ensuring the suitability of new workers with the organizational culture is much greater.

Based on the above, it is clear that the South Lampung State Tsanawiyah Madrasah applies Islamic values in human resource (HR) planning, including the values of faith, Sharia and morals. These values are the basis for designing and implementing labor attraction programs, and this approach is in accordance with the teachings of the Qur'an and Hadith.

First of all, the implementation of Islamic values, especially the values of faith, is reflected in the concept of tawakkal which is integrated in HR planning. The Qur'an teaches in Surah Ali Imran [3]: 159, " So it is because of Allah's grace that you act gently towards them. If you were harsh and harsh- hearted, they would certainly distance themselves from those around you ." In the context of HR planning, tawakkal becomes a manifestation of the power of monotheism towards Allah SWT, where planning is prepared with supporting human resources, activities are carried out as well as possible, and finally, tawakkul is an assessment process that brings blessings according to Islamic teachings.

Furthermore, Sharia values, especially in the aspects of simplicity and economy, are reflected in savings policies that are recognized as part of HR planning. The Qur'an emphasizes the importance of avoiding waste in Surah al-Isra [17]:27, " And give to the family what is due (based on reasonable calculations)." Madrasahs try to prevent under- or over-staffing, taking prudent steps to maintain the balance necessary to achieve organizational goals.

Apart from that, moral values are reflected in the application of maslahah values, which place considerations of public interest in human resource planning. The hadith narrated by Abu Hurairah states, " Whoever is not grateful to humans, is not grateful to Allah " (HR Bukhari). Madrasahs do not only prioritize profits, but also strive to promote social welfare, creating a balance between organizational profits and community welfare.

Finally, the factors causing changes in the workforce based on job analysis reflect the implementation of Islamic values in the aspect of authority limits. The Qur'an confirms in Surah an-Nisa [4]:58, " Indeed, Allah commands you to convey your trust to those who are entitled to receive it, and (orders you) when you determine a law between people, that you determine it fairly ." Madrasahs carry out HR planning by considering the type and quality of educators in accordance with the requirements of the position and study of the duties and obligations of the position. Thus,

this research contributes to understanding how the South Lampung State Tsanawiyah Madrasah combines Islamic values in HR planning, creating a solid foundation for human resource development in accordance with Islamic principles as explained in the Al-Quran and Hadith.

CONCLUSION

Based on the explanation in the previous section, it can be concluded that the madrasah applies the principles of tawakkal (trust in God), maslahah (public benefit), and transparency in planning and implementing HR programs. These values not only strengthen the organization's integrity but also foster harmonious and productive working relationships. Furthermore, the use of closed management enables quick and efficient internal promotions, while open management provides access to external workers with high competencies, albeit through a longer process. Spiritual-based performance assessments indicate that the majority of educators and education personnel fulfill Islamic values such as personal responsibility and transparency. However, the aspect of transparency still needs improvement to strengthen accountability.

This research provides a significant contribution to understanding how Islamic principles can be effectively applied in human resource management within educational institutions. Through a strategic and value-based approach, Madrasah Tsanawiyah Negeri 1-4 South Lampung not only enhances internal quality but also serves as a model for other Islamic educational institutions at the national and international levels. The integration of Islamic values, if continuously developed, could become the foundation for advancing high-quality and competitive Islamic education. However, this study has limitations in its research methods and has not fully utilized technology. Future researchers are encouraged to further explore these limitations to build upon and enhance the findings of this study.

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