

## **Implementation of Human Resources Management in Achieving the Vision of The Muhammadiyah Boarding School Tangerang Institution**

**Endang Hermawan**

Tangerang Raya University, Banten, Indonesia

Email: endanghermawan@untara.ac.id

**Rahul Khan**

Govt. Industrial Training Institute Ferozepur jhirka, India

rahulkhan3555@gmail.com

### **Abstract**

The research determines the implementation of human resource management in achieving the institutional vision at Muhammadiyah Boarding School Tangerang, and the factors that support and hinder the achievement of the institutional vision. The research method used is a qualitative descriptive approach. Data collection techniques include observation, interviews, and documentation. Data analysis uses the Miles and Huberman interactive analysis model, namely data reduction, data presentation, verification, and conclusions. The result is: (1). Implementation of human resource management through planning, recruitment and placement, training and development, and evaluation, (2). Factors supporting and hindering implementation in achieving the institution's vision are due to lack of coordination in planning, human resources not meeting the qualifications in employee recruitment, limited training time in human resource development, not yet focused on implementation, evaluation not yet regular, there is no supervisory team (3). The solution to overcome obstacles is to increase coordination between the Director, head of the madrasah, and related parties, and synchronize schedules in evaluating and monitoring HR performance.

**Keywords:** Implementation, Human Resources, Institutional Vision

### **Introduction**

Management standards in educational units in Indonesia have been regulated in Government Regulation Number 19 of 2005 concerning National Education Standards which contains eight national standards, namely content standards, process standards, graduate competency standards, teacher and education staff standards, facilities and infrastructure standards, management standards, financing standards, and education assessment standards.

However, the implementation of these two legal products is considered not yet optimal, because based on the 2016 Human Development Index (HDI) figures from the United Nations Development Program (UNDP), Indonesia only achieved 0.689 and was ranked 113th out of 188 countries. Likewise, UNESCO in its 2016 Global Education Monitoring (GEM) Report, ranked education in Indonesia 10th out of 14 developing countries.

Public and private educational institutions that are unable to adapt and develop will be abandoned by society, for example, the 2019 School or Madrasah accreditation results showed that 1,416 schools were not accredited, 114 of them were closed, 46 schools or madrasas were combined, and 1,256 schools or madrasas fostered (Bona, 2019).

Factors causing the failure of educational institutions to face challenges are weak school infrastructure and problems in managing human resources, namely teachers and education personnel. In the context of teachers, problems that persist and have not been resolved are honorary teachers with inadequate income and the problem of teacher shortages.

The achievements mentioned do not include achievements in the previous year. These various achievements show that the management system at Muhammadiyah Boarding School Tangerang can maximize all its potential. So in the coming year, it may become a large Islamic boarding school and be balanced with national achievements

## Research methods

The research method uses a qualitative descriptive approach which aims to understand the phenomena experienced by research subjects by involving credible respondents Sugiyono (2016:168).

## Data Collection Technique

To get an in-depth picture of implementation in achieving the institution's vision, the stages in data collection are:

- a. Observation is observing an object being studied, either directly or indirectly, to obtain data to be collected in this research.
- b. Interviews in communication interactions and conversations with informants to collect data. To informants who understand. Problem
- c. Documentation study to complete data from literature related to this research study. Arikunto (2016:127) through existing documentation in the form of notes, books, meeting minutes, and so on

## Data analysis

Data analysis used in this research uses qualitative analysis, which is carried out before entering the field, while in the field, and after finishing in the field. Sugiyono (2016:333).

- a. Reduction Data obtained in the field is described in detail and is large in number and difficult to analyze, so it needs to be reduced, summarized, the main ones selected, and the patterns that are important to know.
- b. The data displayed after data reduction is then presented in a systematic report, easy to read and understand both in its entirety and in its parts.
- c. Concluding verifying the data obtained which was initially still vague and doubtful, data reduction was carried out to make it clearer.

## Results and Discussion

### Human Resource Management Implementation Planning in Achieving the Institution's Vision

To plan the human resource (HR) needs and qualifications needed to achieve the vision and mission of Muhammadiyah Boarding School Tangerang, what is done is to analyze the needs of teachers in each class and subject by adjusting the qualifications as follows: (1) Faithful and devout; (2) Have educational qualifications according to the subject; (3) Have dedication and loyalty; (4) Have NBM (5) Participate in selection at madrasas and councils.

To plan the needs for human resources (HR) and the qualifications needed to achieve the vision and mission of Muhammadiyah Boarding School Tangerang, what is done to analyze

the needs of teachers in each class and subject by adjusting the qualifications as follows: (1) Faith and devotion, because this is related to the vision of MBS Tangerang which is based on Islam; (2) Have educational qualifications according to the subject matter, especially for teaching staff; (3) Have dedication and loyalty; (4) Have NBM (5) Participate in selection at madrasas and the PDM Tangerang secondary education service council. In this way, the qualifications of Muhammadiyah Boarding School Tangerang employees can be in line with the vision of the institution.

### **Recruitment, Selection, and Placement of Human Resources in Achieving the Institution's Vision**

The technique used by Muhammadiyah Boarding School Tangerang in recruiting human resources (HR), namely: the centralization technique, namely all teaching staff and educational staff through Muhammadiyah Boarding School Tangerang, placements can be in Islamic boarding schools, junior high schools, or high schools. External and internal sources. Internal from Aliyah graduate students. To apply to become a human resource at Muhammadiyah Boarding School Tangerang can be done directly.

To apply to become a human resource (HR) at Muhammadiyah Boarding School Tangerang, you can use a job application letter addressed to the Muhammadiyah Boarding School Tangerang teacher. The employee also said the same thing, that to apply to become a human resource at Muhammadiyah Boarding School Tangerang, you can also use a job application letter.

### **Human Resource Management Training and Development in Achieving the Institution's Vision**

The types of training and development provided to new human resources (HR) used by Muhammadiyah Boarding School Tangerang include (1) House Training, (2) Seminars/Training both inside and outside the Islamic boarding school; and (3) Initial training for new employees. The new types of training or human resource development at Muhammadiyah Boarding School Tangerang are work meetings, training, and local workshops.

The next type of training and development of new human resources (HR) at Muhammadiyah Boarding School Tangerang is in-house training on learning methodology and curriculum. The type of training and development of human resources that has been around for a long time at Muhammadiyah Boarding School Tangerang is in-house training on school governance and management.

With long-standing types of training and human resource development using: (1) House Training, (2) Seminars and Training both inside and outside the Islamic boarding school, (3) Early year briefing, (4) Weekly coaching every Thursday; and (5) workshops.

### **Evaluation and Assessment of Human Resources Performance in Achieving the Institution's Vision**

In carrying out the evaluation or assessment of the performance of Muhammadiyah Boarding School Tangerang's human resources (HR), it is carried out through (1). Evaluation in class and outside of class, (2). Weekly evaluation, (3) annual evaluation (end of every school year). The indicators used to evaluate human resource performance are; (1) the presence of the teacher in class, (2) if the employee is present in the office, (3) the presence of coaching at

Islamic boarding school events, (4) the implementation of assigned tasks, (5) responsibility and sense of belonging.

The evaluation and assessment of the performance of human resources (HR) carried out at MBS Tangerang has been carried out objectively, and is carried out twice at the beginning of each school year. through various processes starting from boarding school leaders, madrasa heads, and teachers.

The employee also said the same thing, that the performance evaluation of human resources (HR) at the Muhammadiyah Boarding School Tangerang had been carried out objectively because the assessment was carried out not only with teachers but also with madrasa heads and other teachers.

In carrying out evaluations or performance assessments of human resources (HR) at Muhammadiyah Boarding School Tangerang, it is carried out through (1) evaluations in class and outside of class, (2) weekly evaluations, (3) annual evaluations (at the end of each school year). The indicators used to evaluate human resource performance are; (1) the presence of the teacher in class, (2) if the employee is present in the office, (3) attendance at Islamic boarding school coaching/events, (4) implementation of assigned tasks, (5) responsibility and sense of belonging.

The evaluation of the performance of human resources (HR) has been carried out objectively, and is carried out twice at the beginning of each school year; carried out through various processes by boarding school leaders, madrasa heads, and teachers; and assessments are carried out not only with teachers but with madrasa heads and other teachers

### **Supervision of Human Resources Management in Achieving the Institution's Vision**

To supervise the performance of human resources (HR) carried out by Muhammadiyah Boarding School Tangerang Tangerang, namely: (1) attendance, (2) activity attendance, (3) weekly meetings for activities and work programs, (4) leadership meetings, (5) teacher and employee meetings. The implementation of supervision over the performance of human resources carried out at the Muhammadiyah Boarding School Tangerang is fair, and supervision has been carried out regularly.

The implementation of supervision over the performance of Muhammadiyah Boarding School Tangerang's human resources (HR) has been carried out fairly because all teachers and employees are required to follow the boarding school's disciplinary rules without exception and are directly supervised by the teacher. This means that monitoring the performance of human resources at Muhammadiyah Boarding School Tangerang has been carried out fairly because often the head of the madrasah or teacher carries out monitoring.

### **Supporting Factors for Implementing Human Resources Management in Achieving the Institution's Vision**

- a. Planning supporting factors for implementing HR planning are: (a) currently recruitment and data collection are still manual except in Madrasahs that use the Emis-simpatika system; (b) the staff in the Islamic boarding school in particular changes every year, but with a system that has been developed it will be even better, the school facilities are complete. The employees are still young. There is training and performance development for teachers and employees organized by Islamic boarding schools
- b. Recruitment, Selection, and Placement of Employees The factors that support the implementation of recruitment are: (a) Easy information media, (b) Islamic boarding

- schools have started classes. By the latest diploma, talent, and interest in social media, pamphlets, social institutions or organizations, and colleagues.
- c. Employee Training and Development The factors that support the implementation of training and development of new human resources are: One-Stop coordination, namely under Islamic Boarding Schools for both MTS and MA, microteaching and active participation from all teachers and employees who have skills, governance in achieving the institution's vision
  - d. Employee performance evaluation or assessment shows that the factors that support the implementation of employee performance evaluation are: (a) there is an instrument, (b) the leader who carries out the evaluation is a learning tool, teacher professionalism which is carried out objectively through various methods such as supervision and so on.
  - e. Supervision of HR Performance The factors that support the implementation of supervision of employee performance are: (a) the leadership is directly involved, (b) the policy of one command under the Islamic boarding school, the principal regularly controls teacher performance are: (a) the existence of supervision, (b) the existence of coaching from the Teacher every week and there is regular control time, and there is coaching from the Teacher every week

### **Factors Inhibiting the Implementation of Human Resources Management in Achieving the Institution's Vision**

- a. HR planning that the factors that hinder the implementation of employee (employee) planning are: (a) the pandemic period, (b) different performance and enthusiasm for each person. Factors inhibiting the implementation of employee planning in environmental situations and conditions. Furthermore, the inhibiting factor in implementing employee planning is a lack of coordination in the implementation of training and development for madrasah employees.
- b. Recruitment, Selection, and Placement of Human Resources factors that hinder the implementation of employee recruitment are: those who register do not match the study program. Staff do not match what is required by the school. Furthermore, in the implementation of employee recruitment, there is a lack of socialization and short time
- c. Training and Development factors that hinder the implementation of training and development of new employees are limited time for implementing training and development of new employees, time close to other agendas, and many other agendas so that time is often scattered.
- d. Employee Performance Evaluation and Assessment, factors that hinder the implementation of employee performance evaluations are: many agendas that must be implemented and the time often coincides with other agendas, there is no time focused on implementing evaluations
- e. Supervision of Employee Performance: The factors that hinder the implementation of supervision of employee performance are: the campus is divided into three places, there is no continuous follow-up agenda and there is no regular supervisory team from the madrasah.

### **Conclusions and recommendations**

#### **Conclusion**

Based on the results regarding the Implementation of Human Resources Management in achieving the institutional Vision at Muhammadiyah Boarding School Tangerang. So the conclusions obtained are as follows:

- a. Implementation of Human Resources Management in achieving the institutional vision at Muhammadiyah Boarding School Tangerang. Implementation of Human Resources Management in achieving the institutional vision at Muhammadiyah Boarding School Tangerang begins with planning management. HR planning is carried out every school year by analyzing the needs of teachers in each class and subject for MTs and MA. Meanwhile, with Islamic boarding schools, the analysis of human resource needs is based on the number of students. Analysis of human resource needs in MTs and MA units is carried out by the school principal and analysis of needs in the dormitory is carried out by the head of the Islamic boarding school. Next, the HR analysis is reported to the Director, and the final stage of HR needs is decided by the Director.
- b. Planning becomes a priority in analyzing HR needs, which is then carried out with recruitment, selection, and placement. Recruitment carried out by MBS Tangerang uses a centralized technique, meaning that recruitment carried out by MBS can be placed in Islamic boarding schools, MTs, or MA education units. The HR sources are open to internal (graduate service) and external, adjusting to qualifications according to the needs of the institution, which is then carried out in two stages, namely internal MBS selection and then selection carried out by DIKDASMEN Muhammadiyah Tangerang.
- c. Recruitment, selection, and placement, the next program is providing training and development of human resources, with the materials or types of training and development needed. The training and development provided for teachers is House Training, such as regarding learning methodology and curriculum. Meanwhile, for unit heads and staff, namely In-House Training on school governance and management which is carried out both within the institution and outside the institution.
- d. Training and development, then evaluation or performance assessment is carried out. The evaluation or assessment of HR performance at MBS Tangerang is carried out objectively based on data or notes and is carried out at the beginning of the semester. Evaluation of the education unit is handed over to the head of the education unit and performance assessment is carried out by the Director of the Islamic Boarding School.
- e. Performance evaluation and assessment is based on supervision of HR performance which is carried out regularly and fairly. All teachers and employees are required to follow the institution's disciplinary rules without exception and are directly supervised by the Director. Often the Mudir, head of the Islamic Boarding School, or heads of MTs and MA carry out monitoring.
- f. Barriers (1). The obstacle in HR planning management is the lack of coordination in the situation and environmental conditions during the pandemic, this results in different performance and enthusiasm for each employee. (2). An obstacle in the management of recruitment, selection, and placement of human resources is the lack of human resources who meet the qualifications desired by the institution. This results in a lack of time for proper socialization and coordination. Especially in placements, employees who have the capacity and integrity sometimes do not meet the requirements and educational background. (3). Obstacles in training management and HR development are limited time, proximity, and clashes with other agendas. (4). Obstacles in HR performance evaluation management are that time often coincides with other agendas and there is no time focused on carrying out evaluations due to the many agendas that must be implemented. (5). Obstacles in monitoring the

management of HR performance, as well as the lack of a continuous agenda and follow-up, are due to the lack of a supervisory team from the madrasah regularly.

### Suggestion

Based on the problems that the author discusses in this thesis, namely the Implementation of Human Resource Management in achieving the institution's vision, the following suggestions can be made:

- a. For HR planning management the need for short, medium, and long-term planning which is contained in the strategic plan and operational plan of the institution will become a permanent reference even if there is a change in leadership in the process.
- b. For the management of recruitment, selection, and placement of human resources are the need for commitment and consistency of management team personnel, namely the director of the institution, head of MTs/MA, and head of Islamic boarding school to jointly maintain, maintain, improve and develop the recruitment, selection and placement system that has been implemented so far. efforts to find qualified human resources as expected.
- c. Training management and HR development include the need to carry out an analysis of training and development needs so that the training program that will be implemented is truly in line with the needs of participants and the organization. Plan training and development programs to improve the quality of the teacher profession in school programs, both short, medium, and long term, systematically and continuously, so that teachers have knowledge and skills that are always up to date according to current developments.
- d. For the evaluation program should not only be used to measure the success and failure of program implementation but should also be carried out to change the behavior of teacher participants and employees toward achieving the organization's vision after attending training.
- e. HR performance evaluation management includes the need for intensity from the Director of the institution in observing the teachers and employees being assessed so that they do not get the wrong target and are more objective in carrying out the assessment.
- f. For supervisory management of HR performance are a need to develop standard standards for implementing the supervision program and the director of the institution should at all times be directly involved in supervision even though the campus is divided into three and not only rely on appointed people because this is to avoid subjectivity.

### Reference

- Arikunto, Suharsimi. 2016. *Research Procedures: A Practical Approach*. Jakarta: Rineka Cipta.
- Badrudin. 2014. *Management Basics*. Bandung: Alfabeta.
- Bona, Maria Fatima. 2019. NEWS ONE. Friday, December. <https://www.beritasatu.com/nasional/591265/114-schools-are-recommended-to-be-closed>.
- Bungin, Burhan. 2011. *Qualitative Research Methodology*. Jakarta: PT RAJA GRAFINDO PERSADA.
- Bakri, S., & Wahyudi, M. A. (2021). THE CONTRIBUTION OF SUFISM IN FACING COVID-19 PANDEMIC. *Spiritual Healing: Journal of Sufism and Psychotherapy*, 1(2), 59-66.
- Bakri, S. (2019). Javanese Sufism Da'wah and Religious Portrait in the Millennial Era based on Local Wisdom. *Esoteric: Journal of Morals and Sufism*, 5(02), 267-281.

- Bakri, S. (2011). *Historical Map of Islamic Civilization*. Yogyakarta: Fajar Media Press.
- Bakri, S. (2020). WOMEN'S LEADERSHIP IN ISLAM: A HISTORICAL PERSPECTIVE OF A HADITH. *Indonesian Journal of Islamic Literature and Muslim Society*, Vol. 5, No. 2. 87-103.
- Bakri, S. (2020). *Morals of Sufism: Spiritual Dimensions in Islamic History*. Sukoharjo: EFUDEPRESS.
- Bakri, S. (2019). Reviewing the Emergence of Radicalism in Globalization: Social Education Perspectives. *International Journal of Innovation, Creativity and Change*, 06, 09.
- Bakri, S. (2019). Ibn Miskawaih's Human Philosophical Thoughts: A Study of the Book of Tahdibz al-Akhlak. *Al-A'raf Journal*. XV, 01.
- Bakri, S. (2020). Teaching Values of Islamic Communism in Surakarta: Issues in the First Quarter of the 20th Century. *Journal of Social Studies Education Research*, 11, 01, 192-212.
- Bakri, S. (2020). *Malay Islam: Mosaic of Islamic Culture in Singapore and Brunei*. Surakarta: PT. Solopos script.
- Bakri, S. (2016). *Islamic Date: Theological Transformation in the Historical Trajectory of Civilization*. Surakarta: Bukuku Media.
- Bakri, S. (2014). Approaches in Islamic Studies. *Dinika: Journal of Islamic Studies*, 12, 01.
- Bakri, S. (2014). Javanese Islamic Culture (Adaptation of Islam in Javanese Culture). *DINIKA: Journal of Islamic Studies*, 12, 02. Charismiadj, Indra. 2020. JPNN. Thursday, November. <https://www.jpnn.com/news/perkerja-guru-honorer-860-mulai-dalam-dalam>.
- DW. 2020. Tempo. co. Friday, January. Accessed February Tuesday, 1. <https://www.tempo.co/dw/1924/hari-pendidikan-internasional-indonesia-still-perlu-angkat-kualitas-pendidikan>.
- Effandi, Uchyana. 2011. *Communication Science: Theory and Practice*. Bandung: Rosdakarya Youth.
- Fauzia, Mutia. 2019. KOMPAS.com. Friday, August. Accessed February Tuesday, 2021. [https://money.kompas.com/read/2019/08/16/144741626/dana Pendidikan-dipatok-rp-5058-triliun-di-2020-jokowi-ingin-cetak-pemikir-and?page=all](https://money.kompas.com/read/2019/08/16/144741626/dana-Pendidikan-dipatok-rp-5058-triliun-di-2020-jokowi-ingin-cetak-pemikir-and?page=all).
- Hasibuan, Malay. 2020. *Human Resources Management*. Jakarta: Bumi Literacy.
- Huberman, M.B. Miles & A.M. 2014. *Qualitative Data Analysis, A Methods Sourcebook*, Edition 3. USA: Sage Publications.
- Tjetjep Rohindi Rohidi. UI-Press. 2020. JPNN.com. Monday, June. Accessed February 2, 2021. <https://www.jpnn.com/news/nadiem-akui-problem-teacher-honorer-appears-because-government-not-yet-bisa-kejar-target?page=2>.
- Kasmir. 2012. *Business Feasibility Study*. Jakarta: Kharisma Putra Utama.
- Komariah, Djam'an Satori and Aan. 2011. *Qualitative Research Methodology*. Bandung: Alfabeta.
- Mangkunegara, A. Anwar Prabu. 2017. *Corporate Human Resources Management*. Bandung: PT. Rosda Karya Teenager.
- Mardiyah, Nila. 2016. Recruitment, Selection, and Placement from an Islamic Perspective. *Maqdis: Journal of Islamic Economic Studies -Volume 1, Number 2, July-December 2016: 223-235*. 212
- Marnati. 2015. REPUBLIKA.co.id. August Sunday. Accessed February Tuesday, 2021. <https://www.republika.co.id/berita/nsgkgj361/nomor-anggaran-muhammadiyah-besar-dari-10-ribu>.
- Moleong, Lexy J. 2012. *Qualitative Research Methodology*. Bandung: PT Teen Rosdakarya.
- Musfah, Jejen. 2015. *Educational Management: Theory, Policy and Practice*. Jakarta: Prenadamedia Group.

- Nawawi, Hadari. 2011. *Human Resource Management: For Competitive Business*. Yogyakarta: Gadjah Mada University Press.
- Novandri, Rahmad. 2021. RADARBANGSA.COM. Tuesday, January. Accessed February Tuesday, 2021. <https://www.radarbangsa.com/news/29570/komisi-viii-dpr-soroti-ketimpangan-anggaran-pendidikan-keagamaan>.
- Broadcast Manager. 2019. Minister of Education and Culture: Teachers are the Key to Solving Human Resource Problems. Saturday, August. Accessed January Wednesday, 2021. <https://www.kemdikbud.go.id/main/blog/2019/08/mendikbud-guru-kunci-pengelesaian-problem-source-daya-human>.
- Prastowo, Andi. 2012. *Qualitative Research Methods in Research Design Perspective*. Yogyakarta: Ar-Ruzz Media. Son, Ilham Pratama. 2021. Medcom. id. Monday, January. Accessed February Tuesday, 2021. <https://www.medcom.id/pendidikan/cerita-guru/VNxvIrk-kemenagminta-kuota-guru-pppk-madrasah-dibesar-jadi-192-ribu>.
- Princess, Citra Narada. 2017. Femina.co.id. Monday, September. Accessed February Tuesday, 2021. <https://www.femina.co.id/trending-topic/pesantren-terus-merdeka-tumbuh-subur-di-tengah-globalization>.
- Rohmah, Nurruli Fatur. 2018. Human Resources Training and Development. INTIZAM: Journal of Islamic Education Management, Volume 2, Number 1, October 2018: 1-11.
- Sedarmayanti and Guke Yolani. 2016. "The Influence of Work Motivation on the Performance of Elementary School Teachers in Cluster One Neglawangi Village, Kertasari District, Bandung Regency." *Journal of Administrative Science: Media for the Development of Administrative Science and Practice* 13, no. 3 501- 524.
- Sagala, Rivai and Ella. 2013. *Human Resource Management for Companies*. Jakarta: Rajawali Pres.
- Sanjaya, Vienna. 2013. *Educational Research Types, Methods, and Procedures*. Jakarta: Prenada Media Group. Siagian, Sodang P. 2012. *Managerial Functions*. Jakarta: Bumi Literacy.
- Simamora, Henry. 2017. *Human Resources Management*. Yogyakarta: STIE YKPN.
- Sugiyono. 2016. *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.
- Suswanto, Tjuju Yuniarsih and. 2018. *Human Resource Management Theory, Applications, and Research Issues*. Bandung: Alfabeta.
- Shamsuddin. 2017. Application of Management Functions in Improving Education Quality. *Idarah Journal*, Vol. I, No. 1.
- Syaukani, Akhmad. 2014. The Relationship between Body Mass Composition, Muscle Strength, Abdominal, and Leg Muscle Power on the Jump Shoot Results of Central Java PPLPD Basketball Athletes. *Journal Of Sport Science And Fitness*, Vol 3; Number 1.
- Tilon, Danny Albert. 2013. "Training and Development of Human Resources at A&W Restaurants in the City of Tomorrow Surabaya." *Agora* 1. no 3 1106- 1114. UPI,
- Educational Administration Lecturer Team. 2014. *Education Management*. Bandung: Alfabeta.
- Wahyudi, M. A. (2020). Psychological Well-Being Sufism Practitioners as A Sufistic Counseling. *Journal of Religious Counseling*, 11(01). 145-157.