

HUMAN RESOURCE MANAGEMENT STRATEGY AT SMP SAINS WAHID SALAHUDDIN WAHID BINTAN



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Abstract

This study aims to explore the implementation of human resource management strategies at SMP Sains Salahuddin Wahid Bintan. The study used a qualitative descriptive method with data collection techniques through observation, interviews, and documentation. The research sample consisted of the principal and two staff members of SMP Sains Salahuddin Wahid Bintan. The results of the study indicate that human resource management at the school has succeeded in integrating Islamic values into modern management practices. The recruitment process not only considers professionalism but also the morals and personality of prospective teachers/staff. The selection is carried out collectively by a team consisting of the principal, academic coordinator, and senior teachers. Performance assessment is carried out through direct supervision and evaluation in monthly meetings. Aspects assessed include discipline, teaching creativity, classroom management, and contribution to the development of school programs.

Keywords: Strategy, Human Resource Management, School

INTRODUCTION

In an era that continues to develop, many changes are currently occurring. Companies are faced with the challenge of adapting quickly to change. Digital transformation and globalization force companies to respond proactively. The high level of competition in a market requires companies to be able to adapt to change and maintain their position in a competing market. An effective and innovative strategy is needed so that the company remains relevant and competitive. One important aspect of this strategy is human resource management, including maintaining and improving employee performance. Effective HR development can increase the competitiveness of an organization in the global market. HR that is trained and developed is useful for the development of the company with good performance results (Baiti et al., 2021). The strategy of implementing human resources is one of the important factors in maintaining and improving the quality of employee performance. According to (Gary Dessler, 2020) the importance of training and development to improve employee skills and achieve organizational goals. Employees are the most important assets in an organization. The success of a company is greatly influenced by the performance of individual employees. Therefore, companies must invest in developing their skills through ongoing training programs. Creating a positive work environment is also important to increase motivation and productivity. Employees who feel appreciated tend to perform better.

Every business sector has the potential to design an effective human resource (HR) strategy, including the education sector. The emergence of various educational foundations in Indonesia has created fierce competition in the education sector. Yayasan Ponpes Madani Tebuireng XVI Bintan is one of the Islamic educational institutions founded in 2020, located at Jl. Tata Bumi Ceruk Ijuk, Toapaya District, Bintan Regency. Yayasan Ponpes Madani Tebuireng XVI Bintan is one of the many educational institutions in Bintan Regency with 90 teachers and staff and 515 students. At the Pondok Pesantren Madani Tebuireng XIV Bintan there are 3 school units, namely MTS, SMP Sains, and MA. The increasing number of educational institutions spread across Bintan Regency makes the Yayasan Pondok Pesantren Madani Tebuireng XIV Bintan need to take appropriate action, such as implementing a quality human resource strategy for its school units, especially at SMP Sains Salahuddin

Wahid Bintan. Some previous studies that are in line are (Zainul Abidin et al., 2024) in their research focused on the success of integration between religious education and quality general education, where in achieving this requires good resource management and being able to adapt to digital technology. This is also similar to the research conducted by (Lestari et al., 2023) that educational institutions require human resource management that is able to improve the quality of education effectively, one of which is by digitizing human resources.

Based on this background, the author is interested in exploring the management of human resources (HR) at SMP Sains Salahuddin Wahid Bintan at the Yayasan Pondok Pesantren Madani Tebuireng XIV Bintan. The purpose of this study is to understand more deeply the implementation of human resource strategies applied at the school. By conducting in-depth interviews, the author plans to get the perspective of Mr. Topik Hidayat, as the Principal of SMP Sains Salahuddin Wahid Bintan, who has broad insight into HR management policies and practices. Through this approach, it is hoped that various aspects that influence the effectiveness of HR management at the foundation can be revealed, as well as how these strategies contribute to improving the quality of education and employee performance in the SMP Sains Salahuddin Wahid Bintan environment at Pesantren Madani Tebuireng XIV Bintan.

REVIEW OF LITERATURE

Human Resources

Human Resources (HR) refers to all aspects related to individuals working in an organization. HR are all individuals working in an organization who can contribute to the achievement of organizational goals through their skills, knowledge, and motivation (Al-Kharabsheh et al., 2023). HR is not only about the number of employees, but also about their quality and effectiveness in carrying out their duties and responsibilities. Human resources are different from other resources because they consist of people who have diverse personalities and have inanimate mindsets that can be arranged and positioned according to the wishes of the manager (Bahri, 2022).

Human resource management involves various practices, including recruitment, training, development, and performance appraisal. The goal is to create a productive work

environment and motivate employees to give their best. In the context of an organization, human resources become a very valuable asset, because the performance and innovation of a company depend heavily on the skills and commitment of its employees. Thus, good human resource management can increase the competitiveness and sustainability of an organization in an increasingly competitive market.

Human Resource Management

Management is a word derived from English, namely Management, which means to manage, control, regulate, influence, move. According to (Dr. Muslichah Erma Widiana, 2020) Management is a science that comprehensively studies how to direct and manage people with various different backgrounds with the aim of achieving the desired goals. Human Resource Management (HRM) is a systematic and organized process in managing human assets in an organization. According to (Dr. Sukardi et al., 2024) Human Resource Management is management that specifically studies the role and relationships of humans in a corporate organization. Meanwhile, according to (Royan et al., 2024) Human resources can be defined as individuals who design and produce output in order to achieve the strategies and goals set by the organization. HRM aims to ensure that every individual in the organization can contribute maximally to achieving the company's goals while paying attention to their welfare, development, and satisfaction. Human Resource Management in a company functions to process and manage people to improve productivity, quality of work life, and organizational profits through effective practices (Ikhsani et al., 2022). According to (Nikous Soter Sihombing et al., 2023), Human Resource Management (HRM) is very important to minimize operational risks and maintain the economic stability of the company. In general, human resource management is the activity of managing employees in an organization to maximize employee performance.

Human Resource Management Strategy

Human resource development is an important activity for any company or organization. It ensures that the information, skills, and talents possessed by its workforce or employees are in accordance with the work being done. The main objective of this strategy is to ensure that employees have the competencies needed to meet job demands and support the achievement of the organization's vision and mission. Modernization changes

organizational management in embracing work life with everyday life. This paradigm shift illustrates how work arrangements evolve by separating professional and personal contexts. Because it has a positive impact on employee productivity and well-being, work-life balance in the corporate environment (Katsamba, 2023).

According to (Nurhalizah et al., 2023), The process of developing and managing human resources is one of the keys to the success of a company/organization in order to increase the competitiveness of the company/organization. Effective HR development not only requires a systematic and strategic approach, but must also be adaptive to changes in the business environment, technology, and market needs (Farida Idayati et al., 2024). Organizations that can achieve success are organizations that understand the importance of human resource development strategies and know what efforts must be taken to improve human resource development (Kusumawati, 2022). According to (Harini Fajar Ningrum et al., 2020) Through HR performance analysis, HR development strategies can be formulated that are relevant to HR conditions and needs. However, not only that, the division that handles HR must also foster employee loyalty in working (Tamsah & Nurung, 2022).

By developing HR sustainably, organizations can not only improve individual performance, but also overall competitiveness. The implementation of an effective HR development strategy will contribute to organizational growth and employee welfare. With this development activity, it is expected to improve and overcome deficiencies in carrying out work better, in accordance with the vision and mission and to achieve the goals of the institution (Sutar & Churrahman, 2022). According to Dessler in (Zainul Abidin et al., 2024) effective HR management involves the process of recruitment, selection, development, and performance assessment which aims to maximize the potential of each individual in the organization.

1. Recruitment

Recruitment is the process of finding and attracting prospective employees to fill available positions in an organization. According to (Arifa, 2020) Recruitment is an effort to find and obtain as many qualified prospective education personnel as possible to then select the best and most capable candidates. This process includes identifying needs, disseminating vacancy information, and selecting and assessing applicants. The goal is to find candidates

who match the qualifications and culture of the company. If a recruitment process is successful or attracts many applicants who submit their applications, the probability of the company getting the best employees for the company or organization increases, because the company will have more and more of the best choices from the existing applicants (Satriyani & Atmaja, 2021)

2. Selection

Selection is the process of assessing and selecting potential employees from a number of applicants to fill specific positions within an organization. This process includes various methods, such as interviews, skills tests, and psychological assessments, with the aim of ensuring that the selected candidates meet the criteria and are in accordance with the company's needs.

3. Development

Development is the process of improving employee abilities, skills, and knowledge through various activities, such as training, seminars, and continuous learning. The goal is to prepare employees to face job challenges, improve performance, and support career growth, thereby providing benefits to individuals and the organization as a whole. According to (Zhang & Chen, 2024) HR development must be aligned with business strategy, so that employees can contribute maximally to achieving the organization's vision and mission.

4. Performance Assessment

Performance appraisal is an evaluation process carried out to measure and assess the extent to which employees achieve set goals and work standards. Effective performance appraisal can improve overall organizational performance by identifying high-potential employees and training needs (Anwar & Abdullah, 2021). This process involves feedback from superiors and peers, and can include assessments of skills, productivity, and contributions to the organization.

RESEARCH METHOD

This research method uses a qualitative descriptive method, which is an approach that collects data from words, pictures, and not numbers (Niam et al., 2024). Qualitative characters in principle prefer a descriptive view of data obtained from the field (Ultavia et

al., 2023). These data can be obtained from interviews, field notes, photos, videotapes, personal documentation, notes, memos, and other documentation. The researcher provides an overview of the implementation of HR strategies at Salahuddin Wahid Bintan. The population in this study consisted of the principal and staff at SMP Sains Salahuddin Wahid Bintan. While the sample of this study amounted to 3 people, namely the Principal of Salahuddin Wahid Bintan and the staff of Salahuddin Wahid Bintan. Data collection techniques carried out by direct observation, interviews, and documentation and data analysis using descriptive techniques in this approach, the data collected is analyzed to provide a clear picture of the existing variables in this study, researchers conducted direct observations to the object, namely at SMP Sains Salahuddin Wahid Bintan which is part of the Ponpes Madani Tebuireng XIV Bintan which is located at Jalan Tata Bumi Ceruk Ijuk, Bintan Regency. Researchers also conducted interviews with the principal of Salahuddin Wahid Bintan, which were recorded using a cellphone, and the answers from the informants were recorded using a pen and the researcher's book.

RESULTS AND DISCUSSION

The HR management strategy activities carried out by Salahuddin Wahid Bintan Science Middle School are similar to Dessler's opinion in the journal (Zainul Abidin et al., 2024) but there are parts that are not fulfilled.

Recruitment

The recruitment process carried out at SMP Sains Salahuddin Wahid highly prioritizes Islamic values; it emphasizes that prospective teachers and staff should not only rely on professionalism, but they must also have moral abilities. This can show that the recruitment process that occurs at the Madani Tebuireng Bintan Islamic Boarding School that academic competence and skills are not determining factors that can be considered in the acceptance process, but also prioritizes the morals and personality of prospective staff or teachers.

The recruitment method implemented has several stages, including a vacancy announcement in the form of a poster distributed through social media, in which there is a g-form link that can be filled in by prospective teachers/staff to complete their biodata and

supporting files. Furthermore, if the prospective teacher/staff meets the requirements according to the contents of the poster, they will be contacted by the recruitment team for an interview, academic competition test, and spiritual morals. After going through the interview and test stages, prospective teachers/staff who are declared to have passed will take part in a 3-month orientation period. During this orientation period, prospective teachers/staff will be accompanied by a mentor who has been appointed to help the adaptation process with the work environment, learning system, and school culture. Performance assessments will be carried out periodically by the principal and supervisor team to evaluate the development of teaching skills, professionalism, and interaction with students and colleagues. When the orientation period is complete and shows satisfactory results, prospective teachers/staff will be appointed as permanent teachers/staff. During the work period, the school will also provide various competency development programs such as training, workshops, and seminars to improve the quality of teaching and education services. This is in line with the school's commitment to continue to improve the quality of education by improving the quality of human resources.

The recruitment data processing system implemented by SMP Sains Salahuddin Wahid still uses a hybrid (manual) system because the file checking system is still through hardcopy and softcopy. This hybrid system has several advantages and challenges in its implementation. For softcopy, applicant data entered through Google Form will be directly recorded in a spreadsheet which makes it easier for the recruitment team to carry out initial screening and digital archiving. Meanwhile, for hardcopy, physical files such as diplomas, certificates, and other supporting documents are still needed to verify the authenticity of documents and school administration needs. The recruitment team uses a document verification checklist to ensure the completeness of each applicant's files. Interview and competency test data are also recorded in a standardized assessment form, which is then input into a digital database to facilitate the evaluation and decision-making process. Although it takes longer in the double-checking process (digital and physical), this hybrid system provides better security and accuracy in the selection process for prospective teachers/staff. To improve the efficiency of the recruitment system in the future, SMP Sains Salahuddin Wahid plans to develop a more integrated recruitment management system, while

maintaining several aspects of manual verification that are considered important to ensure the quality of the selection process.

Selection

The selection process at SMP Sains Salahuddin Wahid applies a system that prioritizes collective principles and openness. The selection team consists of the principal, academic coordinator, and senior teachers who work together to evaluate prospective teachers/staff. This approach will ensure objectivity and fairness in the decision-making process in the selection stage, the assessment does not only focus on academic and professional aspects, but must also consider the personality and spiritual dimensions of the candidate. This includes communication skills, teaching skills, understanding of Islamic values, and willingness to develop oneself in line with the school's vision and mission.

Prospective teachers/staff are also evaluated through micro teaching to assess teaching methods and interactions with students. The final decision on the appointment of prospective teachers/staff is taken through a joint meeting involving various perspectives from the selection team. Each team member can provide considerations and input based on observations during the selection process. This collaborative approach ensures that selected candidates not only meet competency standards, but are also able to contribute positively to the development of student character and the advancement of the institution.

Performance Assessment

The implementation of performance assessment at SMP Sains Salahuddin Wahid is carried out routinely and in a structured manner by the principal as the leader of the institution. The assessment mechanism is carried out through two main approaches, namely direct supervision and evaluation in a monthly meeting forum. In implementing supervision, the principal directly monitors the performance of teachers and staff. This process includes observing teaching and learning activities in the classroom, checking the completeness of learning administration, and evaluating the teaching methods applied. Through this supervision, the principal can obtain a real picture of the quality of learning and the professionalism of educators in carrying out their duties.

Meanwhile, monthly meetings serve as a forum for collective evaluation where all school components can discuss achievements, obstacles, and solutions in the education process. This forum also serves as a means to convey feedback and direct direction from the principal to teachers and staff. Aspects that are the focus of the assessment include discipline, creativity in teaching, ability to manage classes, and contribution to the development of school programs. The results of these two assessment methods are then documented as material for ongoing evaluation and policy making related to human resource development in schools. The assessment system implemented aims to ensure that education quality standards are maintained and in line with the school's vision and mission in forming a generation that excels in achievement and morals.

CONCLUSION

The results of this study indicate that the management of Human Resource Management at SMP Sains Salahuddin Wahid has been successful, which is done by integrating Islamic values into a management science. Starting from the recruitment process to the assessment of teacher and staff performance. These methods are certainly carried out to create effective HR management, which of course will affect the success of an organization. Some of the findings obtained in this study include: The recruitment process at SMP Sains Salahuddin Wahid Bintan prioritizes Islamic values, in this case not only prioritizing professionalism but also the morals and personality of prospective staff or teachers. The recruitment method applied consists of several stages, including vacancy announcements, file selection, interviews, tests, and orientation periods. This selection process involves a collective team consisting of the principal, academic coordinator, and senior teachers. The Assessment System not only focuses on academic competence, but also considers the personality and understanding of Islamic values of teachers/staff. Performance assessments are carried out routinely and in a structured manner through direct supervision by the principal and evaluation in monthly meetings. The aspects assessed include discipline, teaching creativity, classroom management, and contribution to the development of school programs.

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