

**Conference Paper**

# A Study of Human Resources Planning at a Private Madrasah School in Lampung

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**Abstract.**

This study aims to identify and reveal human resource planning in MTs (Wali Songo, al-Muhajirin, and Nurul Huda Madukoro, North Lampung). It uses an interpretive paradigm with a qualitative-descriptive method. While the approach used is phenomenological-naturalistic, the techniques used in data collection are in-depth interviews, participant observation, and document studies. In this study, the interview material was adjusted to the research focus through the following steps: 1) determining the person to be interviewed, 2) preparing questions that will be the subject of discussion, 3) initiating and opening the direction of the conversation, 4) conducting interviews, 5) recording or recording the results of the interview, 6) communicating the results of the interview, 7) copying the interview results into notes by making a selection. Observations were made using participant observation, where the researcher was directly involved with the activities of the object being studied. Document studies are used to strengthen data from interviews and observations. The results show the implementation of human resource planning in MTs with a closed and open planning system. Careful planning of human resources is the spearhead for the success of education, especially in madrasa schools.

**Keywords:** Education in Indonesia, Human Resources, Madrasah

## 1. INTRODUCTION

Education is the main structure that provides facilities for the community to be able to determine their needs. The success of a nation is largely determined by its success in improving and renewing the education sector (Jackson & Bridgstock, 2018). One of the educational institutions that exist is a madrasa. Madrasas are a subsystem in national education. The development of madrasas undergoes changes and a long historical process (Kirom & Imamiyah, 2021). Efforts to understand Islamic education (madrasa) in the national education system are faced with debates from various sides. Even among

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Muslim thinkers, there are still many debates that are marked by the many variations in the forms of Islamic educational institutions that run each (Maltese, 2021). The many variations in the form of these institutions give rise to unfair competition and make a large number of Islamic educational institutions disproportionate to the increasing quality of Islamic education.

Improving the quality of education is a choice and orientation for the development of national civilization as a future investment in long-term national development (Helda & Syahrani, 2022). This orientation is necessary because education is believed to be the main means of developing human resources (Margot & Kettler, 2019). In this context, the revitalization of education policies continues to concern the government. One of them is the policy of managing the education system from centralized to decentralized which gives rise to school-based education management policies (Bandur et al., 2022).

The policy is expected to improve the quality of education as well as the participation of the community and practitioners of educational institutions (madrasas). One way to measure the progress of a country does not only depend on indicators of economic growth but also based on human development, indicators that are used as benchmarks are the level of life expectancy, literacy and access to education, as well as per capita income of the community (Hickel, 2020). Various indicators of the quality of Islamic education have not shown a significant increase. Some of the quality of Islamic education on the island of Java shows a substantial improvement in the quality of education, but some of the quality of Islamic education in other areas is still of concern.

The causes of the low quality of education in Indonesia, among others, are problems of effectiveness, efficiency and standardization of teaching (Agustang et al., 2021). One of the special problems in the world of education is the low quality of teachers (Usiono, 2021). The condition of teachers in Indonesia is still very worrying. Most teachers do not yet have adequate professionalism to carry out their duties as stated in Article 39 of Law no. 20/2003 which plans to learn, implements learning, assesses learning outcomes, carries out mentoring, conducts training, research and community service (Elvira, 2021).

Educational problems faced by the Indonesian people today, without exception for Islamic education include a). The still low distribution of education, b). The quality and relevance of education are still low, c). Educational management is still weak, in addition to not realizing the advantages of science and technology in academics and independence (Susanto & Lestari, 2018). Various efforts have been made to overcome the problems of national and local education from the 2006 curriculum or better known as the education unit level curriculum to the 2013 curriculum (Hartini, 2019). However, the change in the curriculum adds new problems to education in this country. The

next effort in overcoming educational problems is increasing teacher competence and conventions through standardized teacher planning, human resource planning strategies, human resource models, empowering teacher potential, procurement and improvement of education, and improving school management, in this case, is resource management (Nurdin Batjo & Shaleh, 2018). Intellectual efforts have been made by previous researchers, but have not yielded significant results. For this reason, researchers focus on the object of research in planning for teaching staff. The object of this research is a differentiator from previous research. Planning for educators is part of human resource management.

Human resource management is a part of management science that focuses its attention on managing human resources in an organization (Rahmanniyay & Yu, 2019). The success of the educational process also depends on the pattern of human resource management. The quality of human resources is proven to be a determining factor for the success of development and progress of a nation (Stachová et al., 2019). Teachers in schools are the spearhead of the implementation of learning and play an important role in supporting the creation of quality human resources. The main challenge in the world of education today and the future is the ability to improve the quality of human resources. In this regard, it is interesting to study how the quality of our education is and what efforts can be made to improve the quality of education so that it can produce higher quality human resources as expected so that the Indonesian nation becomes more productive, efficient and has strong self-confidence so that it can compete with the competition. other nations in this global life. This is where the role of management science in managing human resources is.

This study discusses human resource planning which is a process of needs analysis, recruitment, selection, placement and evaluation which ensures an institution has a suitable number of employees, determining employees correctly, on time, and automatically more useful. While Straub and Attner define human resource planning as the process of forecasting the demand and supply of personnel for the organization. The objects of human resource planning that are the focus of researchers include: needs analysis, recruitment, selection, placement and evaluation of human resource planning. In this case, the context of Islamic education in Indonesia (madrasah) as a real-world problem or research laboratory is "borrowed" from one of the Indonesian educational entities with various considerations. Therefore, the discussion on HR planning at private Madrasahs in North Lampung in this study cannot be separated from the context of Indonesian and global industry and the internal dynamics of Islamic education under study. Regional research needs to be carried out to photograph regional education maps, which can

later be used as material for policy synchronization. The regional research was conducted in the North Lampung district, which focused on human resource planning (teaching staff).

Based on the results of data collection, the researchers chose MTs Wali Songo, MTs Nurul Huda Madukoro and MTs Muhajirin Surakarta Kotabumi, North Lampung. Because the three madrasahs can represent private MTs. The development of the three schools is very significant both in terms of quantity and quality. The success achieved by these madrasahs is part of the reason for choosing the research site. For this reason, researchers will dig deeper into how these madrasahs excel, of course from the perspective of human resource planning, in this case, are the stages of needs analysis, recruitment, selection, placement and evaluation carried out by MTs Wali Songo, MTs Nurul Huda Madukoro and MTs Muhajirin Surakarta Kotabumi, North Lampung

## 2. METHODS

This study uses an interpretive paradigm with a qualitative-descriptive method. While the approach used is phenomenological-naturalistic. The techniques used in data collection are in-depth interviews, participant observation, and document studies. In this study, the interview material was adjusted to the research focus through the following steps: (1) determining the person to be interviewed; (2) preparing questions that will be the subject of discussion; (3) initiating and opening the direction of the conversation; (4) conduct interviews; (5) record or record the results of the interview; (6) communicating the results of the interview; (7) copying the interview results into notes by making a selection.

While the observations were carried out using participant observation where the researcher was directly involved with the activities of the object being studied. Document studies are used to strengthen data from interviews and observations. Data analysis is carried out through the activities of reviewing data, organizing, dividing into manageable units, synthesizing, looking for patterns, finding what is meaningful, and what is researched and decided to be reported systematically.

## 3. RESULTS AND FINDINGS

Based on the observations that the author made at MTs Wali Songo, North Lampung, in carrying out the planning of personnel needs at MTs Wali Songo, North Lampung, by holding meetings with all teaching staff and the teacher council to get input in the form of opinions from all parties present so that planning can run well. It can be concluded that

the planning at MTs Wali Songo, North Lampung, in fulfilling the planning of each activity that will be carried out during one academic year, in occupying a specific position in the institution, such as gathering information, formulating their respective goals. madrasa personnel are carried out in solving and looking for solutions to difficulties. With this planning, it can be seen whether the madrasa already has a plan that meets the needs or not.

Based on the results of the interview, it can be concluded that recruitment is very supportive in the process of getting superior human resources because recruitment of personnel from outside the organization is essential to allow the entry of new talents with new ideas, different experiences, and the diversity of skills and education needed to implement changes. changes that have not been made.

Furthermore, in the field of selection of educators, the initial process in conducting selection activities carried out by MTs Wali Songo is as follows: a) Setting the desired criteria, b) Selecting various predictors (variety of information needed to conduct selection) and assessment techniques, c) Determining the right time to measure each predictor, and d) Processing the collected information and making selection decisions. The techniques used by MTs Wali Songo in assessing applicants are with the following stages: a) Personal history of applicants, b) Reference and background checks, c) Written tests, d) Job simulations, e) Assessment centres, f) Interviews, and g) Medical tests. The following process is to make a selection with the following stages: a) Initial interview, b) Job test, c) Selection interview, d) Reference and background check, e) Health check, f) Interview with prospective supervisor, g) Real job review and h) Decision to withdraw new employees. Furthermore, coaching is more oriented towards achieving minimum standards, which is recommended to be able to do the job or task as well as possible and avoid violations.

Placement and Assignment of employees are related to the appointment of a person in a certain position and position. The appointment and placement of non-teaching staff in educational units organized by the government are carried out by the minister, or the head of a non-departmental government institution by taking into account the balance between placement and needs as well as the provisions of the laws that apply to civil servants. Meanwhile, private Madrasahs who are given the task of carrying out this task are the heads of Madrasahs based on orders from the head of the foundation. Based on the data that has been collected by the researchers, it can be seen that teacher recruitment can be carried out using the competency pathway. This can be seen in the placement of teachers based on their competencies and subject areas. So it can be concluded that the placement of human resources at MTs Wali Songo, North

Lampung, is still considering the conditions and potential of MTs Walisongo. There is compensation for personnel at MTs Wali Songo, North Lampung, but only the personnel work allowance receives benefits from assistance through the local government, while personnel manpower facilities, which have good performance, have not been fully facilitated in the material sector.

The process of dismissing personnel at MTs Wali Songo, North Lampung, has never encountered any violating personnel, so they have to receive sanctions, whether they are honorary teachers or civil servants whose nature is the will of the institution, employees, or the law. Do not let the dismissal of the employee cause a conflict or lead to losses for both parties, both the institution and the employee. The assessment of personnel at MTs Wali Songo, North Lampung, has been carried out, but it must be improved again because the assessment of personnel is very important, either directly or indirectly. Because with this assessment, personnel can realize and avoid things that are not good in the teaching and learning process so that they can create a comfortable teaching and learning atmosphere to support quality education.

In implementing a program that has been planned, it cannot be separated from two factors, namely supporting and inhibiting factors. Likewise, in the implementation of personnel management at MTs Wali Songo, North Lampung. The supporting and inhibiting factors that occur in MTs Wali Songo, North Lampung are: a) supporting factors: motivation, mission, and community environment. b). Inhibiting factors: teacher's personality, technology, funds, and facilities. Furthermore, there are still half the total number of teachers who do not match their educational background with the subjects being taught. And some teachers teach other subjects to meet the shortage of teaching hours. Teacher planning at this madrasa is carried out at the start of each new school year. This is so that learning can run smoothly without a shortage of teachers, and so on. This planning process begins with the preparation stage, namely an evaluation or analysis of the shortcomings, needs, and conditions of teachers at MTs al-Muhajirin, North Lampung.

Based on the results of interviews, observations, and document studies, the process of implementing human resource planning, which in this case is for educators or teachers at MTs al-Muhajirin, North Lampung, has been running, although not optimally. This evaluation consists of several stages, namely the preparation stage, the data collection stage, the stage of determining the need for educators (teachers), the program planning stage, and the last stage is the implementation stage of the planning for educators (teachers). The consideration factor in implementing human resource

planning or teaching staff at MTs al-Muhajirin North Lampung consists of two aspects, namely students and curriculum, and the position of the teacher needed.

The state of human resources, especially educators in the madrasa, can be said to have met predetermined standards. This planning process begins with the preparation stage, namely an evaluation or analysis of the shortcomings, needs, and conditions of teachers at MTs Nurul Huda Madukoro, North Lampung. The next stage is to involve the deputy head of the Madrasah in the field of curriculum. This is because representatives of the curriculum are considered as people who know the needs of teachers and what subjects are vacant or have not been fulfilled according to the criteria and deserve to be prioritized for quick action on teacher procurement. After analyzing the needs of teachers, the next step is to collect data on the teachers needed for procurement and planning needs related to this, such as the characteristics of the teacher's position, the qualifications of the teachers needed, the teacher facilities that will be needed, and the costs needed for the teacher's needs.

Planning for the recruitment of educators at MTs Nurul Huda Madukoro, North Lampung is good. This can be seen from the careful planning process by analyzing the position and analyzing the teachers needed. The one who analyzed the teacher's needs was from the MTs Nurul Huda Madukoro North Lampung, namely the head of the madrasa. With this plan, the number of existing teachers and employees will be known, as well as how many teachers are needed and what fields of study are needed. Recruitment of educators at MTs Nurul Huda Madukoro North Lampung is very selective in choosing prospective educators with the requirements set by the madrasa. With the requirements that have been set, not just any applicant can apply to become an educator at MTs Nurul Huda Madukoro North Lampung.

Dissemination of announcements on the acceptance of prospective educators at MTs Nurul Huda Madukoro, North Lampung For as many prospective educators as possible to be recruited and selected to provide appropriate and quality educators for the institution, it is necessary to disseminate information on the acceptance of educators and sources of information on teacher admissions in MTs Nurul Huda Madukoro North Lampung through the mass media. Besides that, there is also information through internal sources from teachers who teach at MTs Nurul Huda Madukoro, North Lampung. Selection of educators refers to two main things: academic ability, which is based on intellectual appearance and mastery of the academic discipline, and personality. Thus, the selection is a guarantee of the success of the education function and the performance of the workforce. Before the placement of educators, MTs Nurul Huda

Madukoro, North Lampung, first conducted coaching for new educators. The development of educators is needed to improve the quality of MTs in Nurul Huda Madukoro, North Lampung. The guidance is in the form of a training program for educators at MTs Nurul Huda Madukoro, North Lampung.

The process of implementing the planning of educators at MTs Nurul Huda Madukoro, North Lampung, starting from planning for educators by analyzing teacher needs, the selection, announcement, and coaching stages (internships), has gone well. This can be seen from the qualification standards of prospective teachers who are accepted as educators at MTs Nurul Huda Madukoro, North Lampung. The selection is carried out in several stages, including written selection, namely academic ability tests; subject matter tests according to educational qualifications; oral selection, among others, reading selection Al-Qur'an; interviews; and micro-teaching. After various teacher tests have been passed, the next stage will be coaching (internships) for prospective teachers at MTs Nurul Huda Madukoro, North Lampung..

Based on the findings of researchers in the field (observations and interviews), the obstacles in the process of recruiting and placing educators at MTs Nurul Huda Madukoro North Lampung are as follows: family system, lack of professionalism in implementing HR management, availability of educators, and motivation of applicants.

The implementation of human resource planning at MTs Walisongo, Kotabumi, and North Lampung is carried out by implementing the Human Resources functional strategy. The effectiveness and efficiency of the established strategy will be influenced by the strategy implementation process. The implementation of the general strategy that has been set begins by elaborating the strategy into a more detailed and focused human resources functional strategy for each function or section in the madrasa. The strategies applied in the implementation of HR planning at MTs Walisongo Kotabumi, North Lampung, are 1) cooperating with local universities. 2) Alumni and families of MTs Walisongo teachers form a network. 3) Educator Cadre through scholarship programs 4) Members of the general public with educational credentials. The implementation of the functional strategy that has been prepared is then described in a systematic strategy implementation plan that is detailed into policies or work programs that need to be implemented in support of the established strategy. The purpose of the formulation of the policy is to further clarify the guidelines for implementing the general strategy and functional strategy of Human Resources properly.

Furthermore, human resource planning at MTs Al-Muhajirin Kotabumi, North Lampung was carried out by considering related aspects. The form of planning designed is in the form of human resource planning; analysis of the needs of educators; recruitment,



selection, placement, and evaluation. The formulation of the human resource plan of MTs Al-Muhajirin Kotabumi, North Lampung is carried out through deliberation by involving all important components in an organization, including the head of the Madrasah, the deputy head of the Madrasah, teachers, TU, and the Madrasah committee. The implementation of HR planning as the findings of this study is a. placing "the right teacher in the right job" and b. delegating powers and responsibilities to senior, competent teachers. c. Cadre students returning to service through a scholarship program.

Human resource support must be strong and committed to the leader, which is an absolute must for the success of the organization as a whole. Thus, to improve the quality of education at MTs Nurul Huda Madukoro and North Lampung, madrasahs must analyze all forms of needs and abilities that have an impact on HR planning. As well as making policies and making regulations regarding duties and functions, as well as disciplinary regulations for educators, as well as guidance to foster a sense of participation in carrying out their duties and functions to improve the quality of education at MTs Nurul Huda Madukoro, North Lampung. Quality education is not only seen in the quality of graduates but also includes how educational institutions can meet customer needs by applicable quality standards. Customers, in this case, are internal customers (educators) and external customers (students, parents, community, and graduate users).

Based on the three findings above, it indicates that the human resource planning system (teaching staff) at private MTs in North Lampung uses two planning systems, namely: a closed planning system and an open planning system. Human resource planning includes human resources both internal and external to the Both sources are managed to obtain superior educators, namely with careful planning of human resources, both long-term and short-term planning. Human resource planning is done by comparing the needs of human resources with the availability of human resources. If there is a shortage of human resources caused by several factors, both curriculum changes and natural factors (death), there will be a shortage of teaching staff, thus requiring the recruitment of educators. The planning carried out by the North Lampung Private MTs is through closed and open system planning. Both of these plans characterize human resource planning in private madrasahs, and almost all the planning systems use both systems. The closed HR planning system is implemented with long-term planning and short-term planning. long-term human resource planning, namely regeneration through scholarship programs and collaboration with universities. Meanwhile, short-term human resource planning involves teachers concurrently in several subjects and families of teachers who already have qualifications. While the planning system is open, North Lampung Private MTs through the general public who have qualifications as educators.

Traditionally, private MTs prioritize the family and the surrounding environment to take part in advancing the madrasa. Supported by research which also found that human resource planning can create a sense of belonging and make schools proud, especially in madrasas (Paramansyah et al., 2021). The values applied by the North Lampung Private MTs are to prioritize close family first. This is in line with God's word to take care of yourself and your family first before taking care of others (Arif, 2018). This perception is already prevalent in the practice of management in private schools. So it is not an exaggeration if management planning using a closed planning system is more popular than using an open planning system.

#### 4. CONCLUSION

Based on the findings and discussion of the research results in general, the researchers concluded that the implementation of human resource planning at MTs (Wali Songo, al-Muhajirin, and Nurul Huda Madukoro North Lampung) with a closed planning system and an open planning system. closed planning system through regeneration of educators, scholarship programs, teacher families, and collaboration with universities. While the system is open to anyone with the necessary qualifications, For further research, it is recommended to study more deeply efforts to improve the quality of education related to human resources.

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