

Madrasah Strategic Management in Improving The Quality of Human Resources

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Abstract:

Human resource management for *madrasah* has a vital role given the dynamics of diversity in motives, work orientation, background experience, competence, culture, workforce diversity, and globalization. This research aims to understand the strategic management of *madrasah* in improving the quality of Islamic human resources at MAN 2 Makassar City. This study uses a qualitative case study type method. The data collection technique was carried out through participant observation, in-depth interviews, and documentation. Before the researcher analyzed the data, the data was first processed (data processing), followed by the editing process, coding, data presentation, concluding. The results of the study indicate that the strategic management of *madrasah* in improving the quality of Islamic human resources is carried out through internal and external environmental analysis, strategy formulation, implementation of quality-based management that focuses on customer satisfaction focus and continuous improvement, internalization of Islamic teachings values and continuous evaluation.

Keywords: *Strategic Management, Quality, Human Resources*

Abstrak:

Manajemen sumberdaya manusia bagi madrasah memiliki peran yang sangat penting mengingat adanya dinamika keragaman dalam aspek motif, orientasi kerja, latar pengalaman, kompetensi, budaya, keragaman angkatan kerja, dan globalisasi. Riset ini bertujuan untuk memahami tentang manajemen strategi madrasah dalam meningkatkan mutu sumber daya manusia yang Islami di MAN 2 Kota Makassar. Penelitian ini menggunakan metode kualitatif jenis studi kasus. Teknik pengumpulan datanya dilakukan melalui participant observation, indepth interview, dokumentasi. Sebelum data dianalisis oleh peneliti, data terlebih dahulu diolah (data processing), dilanjutkan dengan proses editing, pemberian kode (coding), penyajian data dan diakhiri dengan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa manajemen strategi madrasah dalam meningkatkan mutu sumber daya manusia yang Islami dilakukan melalui analisis lingkungan internal dan eksternal, formulasi

strategi, implementasi manajemen berbasis mutu yang berfokus pada customer satisfaction focus dan continuous improvement, internalisasi nilai ajaran islam dan evaluasi berkelanjutan.

Kata Kunci: *Manajemen Strategi, Mutu, Sumber Daya Manusia*

INTRODUCTION

The quality of educational institutions, especially *Madrasah Aliyah Negeri* (MAN) 2 Makassar City, is determined by the quality of the human resources in it. The importance of superior human resources is an absolute requirement for *madrasah* to develop their institutions to be competitive and meet community expectations (Owenvbiugie & Ekhaise, 2019; Samsiah et al., 2020; Roman et al., 2020). In the context of education management, efforts to manage existing resources in *madrasah* to improve the quality of education and learning at MAN 2 Makassar City are substantive, as part of the study of education management (Trihapsari & Mujahidah, 2021).

Resource management in question is through planning, organizing, staffing, leading, and controlling (Öztürk, 2016; Cobanoglu et al., 2018; Siswanto et al., 2022). Human resource management is a strategic area of the organization (Cobanoglu et al., 2018). The management of these human resources should be seen as an extension of the traditional view of managing people effectively and for that requires knowledge of human behavior and the ability to manage it (France-Harris et al., 2019; Harahap & Rafika, 2020). Therefore, it is only natural that the preparation of a human resource strategy must be relevant to formulating the institution's business strategy (Ezeugbor & Victor, 2018). Of course, this will require a commitment to the active involvement of all existing resources in MAN 2 Makassar City.

Human Resource Management is part of the management function (Singsungnoen et al., 2021). If management focuses on 'how to achieve common goals with other people,' then human resource management focuses on "people" both as subjects or actors and at the same time as objects of actors (Ahmad, 2011; Votto et al., 2021). So how to manage people in an organization that is planned, organized, carried out (directing), and controlled so that the goals achieved by the organization can get optimal, efficient, and effective results (Wang et al., 2021).

Along with the fast and rapid development of MAN 2 Makassar City, many people hope that this *madrasah* can develop and advance according to their expectations. Moreover, the high level of public trust in this *madrasah*, which is based on a survey of community satisfaction with services, is relatively high and satisfying. The number of innovative educational and learning activities, the development of soft student skills, student self-development programs that appear in the activities of intra-school student organizations, youth red cross, scouts, the Pusaka Flag-raising Troops (PASKIBRAKA), good counseling guidance services, excellent *madrasah* programs that in the form of dormitories, *tahfidz* and research, make it a unique attraction for the community to send their children to this *madrasah*.

Based on the data above, the demand for good management, excellent

service, and superior quality institutions requires MAN 2 Makassar City to better manage its institutions, especially in developing the quality of human resources in the institution, so that they can become a driving force of various existing programs and become the advantages of *madrasah*.

This study is based on the results of research from Widiansyah et al., (2018) says that the demand for improving the quality of education implies the need for schools to have educational Human Resources, both educators and other human resources to perform optimally. Merve & Cagda (2018) continued that resource management includes; selection of educators/staff, training, and development, planning, evaluation, awarding. human resource management should reflect principles that strategically contribute to the expansion of student learning practices and societal boundaries, and skills development (Ranabahu & Almeida, 2019)

Hidayat & Syam (2020) human resource management in the era of the industrial revolution 4.0 is an essential aspect of the education process. Therefore, the management of human resources must be carried out optimally so that the needs concerning individual, company, organizational or institutional goals can be achieved. This is indicated by Syifani (2020) says there is a significant relationship between the influence of discipline on a commitment to achieving human resource performance. Siswanto et al., (2022) added a significant relationship between changes in mindset on human resource development and economic growth.

Furthermore, Farisi (2021) says that *madrasah* can make efforts to create superior quality human resources through; in-service training, creating organizational culture, making standard operating procedures, monitoring, and evaluating. What needs to be developed in the application of human resource management in the digital era is an information system based on digital technology, which can provide various conveniences for individuals and broad experiences (Zakiatul & Hasan, 2019).

The exciting thing to study at MAN 2 Makassar City is the behavior of humans as unique creatures compared to other creatures because they have individual desires, group desires, or desires in groups in a larger form (organization) to interact and cooperate, which gives them a more significant level birth to various phenomena. So, if human resource management is the core management that moves the organization so that an organization becomes 'alive' and dynamic according to its human character and has worship values so that the organization continues to exist and has performance that can be enjoyed by members in the organization as well as provide benefits for the surrounding community.

Changes that occur in the human resource management environment at MAN 2 Makassar City include work motives and orientations, experience backgrounds, competencies, culture, workforce diversity, technology, globalization, and changes in the world of office and work (Khodeir & Nabawy, 2021). The diversity of the workforce will continue to change dramatically; it will be more diverse as the female workforce, minority groups, elderly workers enter the workforce (Amsyar et al., 2021). Technological changes will continue

to shift work from one place to another and play a significant role in increasing productivity, reducing manual labor to skilled workers, an increasingly competitive environment, and shrinking hierarchical roles. Religious values are starting to erode (Ellitan, 2020; Tri et al., 2021). Likewise, the impact of globalization that is widely used by *madrasah* (Argadinata & Gunawan, 2020), such as the use of the internet, laptops, LCDs, online learning, less paper-based services, management of *madrasah* management systems based on management information systems, and so on, where this is powerful in influencing changes in human resources in *madrasah*.

In realizing its ideal function to improve the quality of Islamic human resources, the Islamic education system must always be oriented to answer the needs and challenges that arise in society as a logical consequence of change. The effectiveness of educational activities at MAN 2 Makassar City depends on many variables (both personnel, operational and material aspects) that need regular coaching and development. At this time, there are new developments in the education and teaching system. There is a strong tendency to improve the quality of services in the professional qualifications of human resources, which need to be fostered and reorganized (Richardson et al., 2020), as well as strengthening religious values so that, in turn, they can be used to direct programs to achieve the madrasa vision. This is inseparable from the strategic management of the *madrasah* principal in building and improving the quality of human resources at MAN 2 Makassar City. HR management is so strategic and so broad (Dedik, 2019; Shimazoe, 2021), human resource management involves many aspects, especially with the organization's internal environmental factors (strengths and weaknesses) and the external environment (opportunities and threats) (Syifani, 2020). The challenge of today's managers is to respond to external changes so that the company's internal environmental factors become solid and competitive (Myende et al., 2018; Mills et al., 2021; Shimazoe, 2021). Therefore, this study aims to understand the strategic management of *madrasah* in improving the quality of Islamic human resources in MAN 2 Makassar City.

RESEARCH METHODS

This study uses a qualitative case study type method. The purpose of this study was to find, understand, explain, and obtain a complete picture of *madrasah*'s strategic management in improving the quality of Islamic human resources in MAN 2 Makassar City. In selecting the informants, the purposive sampling technique will be used. The appointment of several people as informants in addition to the interests of complete accuracy of informants is also intended to conduct cross-checks on various informants so that it is expected to get accurate information and can be held accountable for its validity, which consists of the head of the *madrasah*, deputy head of the *madrasah*, teachers, and employee. Furthermore, a snowball sampling technique was used to select and determine the informants in this study. This snowball sampling technique is likened to a rolling snowball, getting bigger and bigger. This research process only stopped after the information obtained between the informants had similarities, so no data was considered new.

Data collection techniques in this study were carried out through; Observation involved (participant observation), in-depth interview (in-depth interview), Documentation. Before data analysis is carried out, the data currently being collected and related are presented first. In this type of qualitative research, data analysis can be carried out from the start of data collection until the data is collected as a whole. Before the researcher analyzes the data, the data is first processed (data processing), then followed by the editing process, meaning that the data is checked first by the researcher carefully, then followed by coding (coding) to make it easier for the data analysis technique. After the coding, the next step is the presentation of the data, which is a systematic presentation of the overall data that shows the closeness of the relationship between the data flow and the results of the research, and at the same time describes what happened, so that it can help researchers to draw conclusions that are actually by the data that has been obtained in the study field. In general, the data in this study is presented in the form of narrative text and does not use nominal figures. The final step is concluding the data collection stage by recording and interpreting phenomena that show regularity, repeated conditions, and the dominant and most influential pattern.

RESULTS AND DISCUSSION

Internal and External Environmental Analysis

In improving the quality of human educational resources at MAN 2 Makassar City, an analysis of the internal and external environment is carried out before formulating a strategy for improving the quality of human resources in it (Quezada et al., 2019). The purpose of conducting an internal environmental analysis for MAN 2 Makassar City is needed as a way to find out about the advantages and disadvantages in the implementation of education that has been carried out so far, starting from the quality of its human resources, the process of implementing education, input, and output, completeness of infrastructure facilities, financial resources, management used, and so on. At the same time, the external environment analysis is intended to find out about changes that occur around the environment of MAN 2 Makassar City, both economic, social, political changes, to be used as a basis for developing further education, especially in the aspect of human resources.

The external and internal environmental analysis conducted by MAN 2 Makassar City uses a "SWOT" analysis, including Strengths, Weaknesses, Opportunities, and Threats (Khodeir & Nabawy, 2021), as stated by DMWT as the head of the *madrrasah*, who said that in developing education at this *madrrasah*, we saw the potential of this *madrrasah*. From some of these potentials, we can see where the strengths of the *madrrasah* are?; what are their weaknesses? Then we see the challenges ahead? Moreover, what are the opportunities?. Specifically, KHR, as the student body said, about existing human resources, we carried out a thorough analysis of the position of existing human resources, the weaknesses of existing human resources, how to develop them, and the current challenges.

This shows that the *madrasah* thoroughly self-evaluates the existing human resources to understand HR's current position fully. From the current position, it will be used as the basis and basis for further HR planning and development so that it is in line with the expectations of the *madrasah*, the community, and the targets for achieving the vision and mission in the future (Zakiatul & Hasan, 2019; Imania, 2019).

In its implementation, MAN 2 Makassar City first reads the situation, conditions, circumstances, and the surrounding environment to carry out all programs that will be realized. Therefore, all the internal and external analysis implementation is carried out with utmost care and sincerity. This is as conveyed by ANN as part of the curriculum; To determine the direction of further HR development at this *madrasah*, the *madrasah* always invites a curriculum development team, *madrasah* committee, experts who have a concern *madrasah* development to make decisions about future HR development. In practice, the *madrasah* does not directly implement the results of the decision but adapts it to the conditions and culture that exists in the *madrasah*.

Strategy Formulation

After MAN 2 Makassar City conducted an internal and external analysis to improve the quality of existing human resources using SWOT analysis, the following process of improving the quality of human resources is the determination of human resource development strategies based on data from the position of existing human resources (Hidayat & Syam, 2020; Kamil & Diyanti, 2020), so that the direction of education that takes place in it becomes clear and systematic.

First, the strategy carried out by the *madrasah* is to tighten the recruitment process for prospective employees who will be assigned to MAN 2 Makassar City. Some employees who have served for a long time are not appropriate in terms of performance and competence, even though they have been given gradual and planned guidance. This is due to several factors; the most dominant is work motivation and work character displayed while serving at the institution. Recruitment activities are based on the needs and standards that the *madrasah* has set so that it is expected to meet the required space and by the expectations of all parties.

ANN as part of the curriculum said that to be part of the big family of MAN 2 Makassar City, the *madrasah* was not rash in recruiting prospective educators who would educate students and employees who would be tasked with serving the various needs of *madrasah* because this would affect the results that would be produced. He got. Therefore, the recruitment of prospective educators and education personnel is carried out thoughtfully and prioritizes objectivity.

Second, education and training during the pre-service period. This was done considering that MAN 2 Makassar City is a public educational institution under the ministry of religion, so almost all personnel are civil servants. Every time a new employee gets an assignment at the institution, he will attend a pre-

service training or training period as a logical consequence for state officials. Through education and training activities in these positions, it is hoped that civil servants who have the competence, skills, and performance will be born by the expectations of all parties (Siddik & Kawai, 2020).

Third, increasing the competence of educators and education staff, where the *madrasah*, in this case, is always not silent in responding to the dynamics of the times, technology, and the complexity of society's demands. In order to improve the quality of human resources at MAN 2 Makassar City, the head of the *madrasah* constantly upgrades all leaders, teachers, and employees so that they are always up to date in their knowledge, competence, and skills line with the dynamics of the times. Various activities were carried out, from delegating their employees, educators, and education staff to various activities, such as seminars, workshops, and training. In addition, school principals also conduct benchmarking to conduct self-evaluation in their institutions through comparative study activities or field studies.

Fourth, increasing academic qualifications for educators and education staff. In this case, the *madrasah* head always motivates his subordinates to continue to improve their academic qualifications through further education, both at the S-2 and S-3 levels. In this case, *madrasah* leaders are aware that one's educational experience will be able to improve one's performance in terms of their duties and responsibilities (Zulkarnain et al., 2020).

Implementation of Quality-Based Management

The implementation of quality-based management at MAN 2 Makassar City is mapped as follows:

Customer Satisfaction Focus

Focus on customer satisfaction is defined as a method MAN 2 Makassar City uses to strengthen human resources oriented to customer satisfaction. Customers here are people who enjoy the results of the process of implementing education, learning, and services at MAN 2 Makassar City, which includes the surrounding community, parents, alumni, and graduate users (Mcgregor, 2018). In developing human resources based on customer satisfaction, LDR as a teacher at the *madrasah* said that; The direction of developing the quality of human resources in *madrasah* is aimed at strengthening the competence and skills of each individual in each, where the aim is to provide good service to students, teachers, parents, alumni and the community (Prananda et al., 2019).

Departing from the direction of developing the quality of human resources in MAN 2 Makassar City, then improving the quality of human resources is always based on the community's needs. As stated by the NJB administration section, this is as follows; human resource development strategy is more aimed at meeting the community's needs. Because our part is administrative services, we always try to provide the best service to teachers, students, parents, and the community according to their needs, either directly or indirectly. The administrative division must be familiar and familiar with the dynamics of the development of technology and information.

The efforts made by MAN 2 Makassar City in developing human resources that focus on fulfilling customer satisfaction have a significant implication for the development of MAN 2 Makassar City. These developments can be seen in the activities of the education, learning, and service processes carried out seriously by taking into account the quality aspects of the processes and activities. JML, as part of the facility, said that; All activities in educational activities at MAN 2 Makassar City are always based on quality improvement. We are like a supermarket. So how do we sell the product so that it can be sold in the community? That is the first? Number two is how the characteristics of *madrrasah* are not lost, namely Islamic nuances. Combining these two things is not easy, so we are in between working in a profit organization with working that maintains Islamic values.

Continuous Improvement

Continuous improvement is defined as an activity carried out by MAN 2 Makassar City in fixing various fields related to education, learning, and service activities continuously so that the quality of education can be raised and by the community's expectations stakeholders. DMWT conveyed the existence of continuous improvement in education at MAN 2 Makassar City as the head of the *madrrasah*; recently, there was a meeting, and there was an agreement that MAN 2 Makassar City should develop not only physical but also be able to improve the quality of education in it, it is necessary to strengthen human resources and improve the quality of services in each unit.

In connection with continuous improvement efforts so that the quality of education in MAN 2 Makassar City is maintained, various efforts to improve the education sector continue to be carried out, one of which is by making breakthroughs in the world of education in it. To implement this, MAN 2 Makassar City has prepared itself to continue to hone the competencies and skills of its education and academic staff so that they are skilled, ready to use in dealing with the dynamics of the development of MAN 2 Makassar City and competition with other educational institutions, so that the existence of *madrrasah* in preparing quality educational outputs can be easily realized, and can also maintain public trust (Hefniy & Fairus, 2019).

Internalization of Islamic Teaching Values

The implementation of management to improve the quality of human resources at MAN 2 Makassar City is carried out by internalizing the values of Islamic teachings in each of its activities. Internalization of the values of Islamic teachings in implementing human resource management at MAN 2 Makassar City provides different characteristics from the management process implemented in several other educational institutions around the Makassar City district. This was stated by the NRA, one of the teachers who said that the implementation of management here is very Islamic, including developing the quality of its human resources. Although what is adopted is modern management, the packaging is still Islamic. So how do you continue to use the *madrrasah* code of ethics, namely smile, greet, greet and be polite, and keep high dedication? So keep using indeed Islamic methods, *tarbawi*, *ta'limi*, *madrasi*.

The informant's statement is in line with the statement of DMWT as the head of the *madrasah*, who said that the management used in this *madrasah* is always based on Islamic values because *madrasah* are places where Islamic values are taught, and we must practice them. For example, how to deal with seniors or older people? How to have good manners? How to get along with teachers? How to deal with and serve guests?. Well, that is something that is not in outside management. The implementation of Islamic management is also seen in the attitude of trust and sincerity of all personnel in the *madrasah* in carrying out their duties and obligations as worship that must be carried out professionally and responsibly (Ghazali & Yanti, 2022).

In order to improve the quality of human resources at MAN 2 Makassar City, the seriousness and responsibility factor in carrying out tasks is applied to activities in *madrasah*. The job of educating at MAN 2 Makassar City is not just to earn money or salary, but more than that, the job of educating is a dedication to the nation, religion, and society, which will later get a reward from Allah SWT.

To further increase the responsibility of educators towards their duties and foster a high fighting spirit in fighting in the way of Allah, the *madrasah* continues to provide motivation direction to educators and education staff to continue to carry out their duties with full responsibility and sincerity. DMWT, as the head of the *madrasah*, said that; about workforce management carried out at MAN 2 Makassar City, educators and education staff who serve here are always given directions to strengthen the "spirit of jihad" so that in carrying out their duties, they are carried out thoughtfully and with full responsibility (Zubaidillah, 2018). This is done on every occasion, individually or collectively, for example, at meetings or in ceremonial or other coaching activities.

CONCLUSION

Madrasah strategic management in improving the quality of Islamic human resources in MAN 2 Makassar is carried out through internal and external environmental analysis using SWOT analysis, followed by strategy formulation, implementation of quality-based management that focuses on customer satisfaction focus and continuous improvement, internalization of values Islamic teachings and continuous evaluation. This research has implications for the importance of strengthening resources in an organization in achieving the desired goals, considering the dynamics of the times and globalization, which can give birth to various interests, motives, work orientation, gender, background experience, competence, culture, diversity of the workforce and so on.

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