

# Optimizing Madrasah Quality: A Strategic Approach to Human Resource Management

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## Abstract:

This research analyzes human resource (HR) development strategies and their implications for quality management at Madrasah Aliyah Negeri (MAN) 1 Probolinggo. This research uses a qualitative case study type approach. Data collection techniques are carried out through observation, interviews, and documentation. The data analysis technique is carried out in stages, from data presentation to data reduction and conclusion. The research results show that implementing a comprehensive HR development strategy at MAN 1 Probolinggo can strengthen its commitment to creating a dynamic and adaptive educational environment. This strategy is designed to respond rapidly to changes in education and society and emphasizes improving the quality of education as the primary mission. This research provides implications regarding strategic human resource management strategies that can improve the performance of madrasahs in providing quality educational services. By focusing on human resource development, madrasahs can strengthen their long-term commitment to improving the quality of education.

**Keywords:** *Quality Management, Human Resources, Development Strategy*

## Abstrak:

Penelitian ini bertujuan untuk menganalisis tentang strategi pengembangan sumber daya manusia (SDM) dan implikasinya terhadap manajemen mutu di Madrasah Aliyah Negeri (MAN) 1 Probolinggo. Penelitian ini menggunakan pendekatan kualitatif jenis studi kasus. Teknik pengumpulan datanya dilakukan melalui observasi, wawancara, dan dokumentasi. Teknik analisis datanya dilakukan secara bertahap, yang dimulai dari penyajian data, reduksi data dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa penerapan strategi pengembangan SDM yang komprehensif di MAN 1 Probolinggo mampu memperkuat komitmennya dalam menciptakan lingkungan pendidikan yang dinamis dan adaptif. Strategi ini dirancang untuk memberikan respons yang cepat terhadap perubahan dalam dunia pendidikan dan masyarakat, serta menekankan peningkatan kualitas pendidikan sebagai misi utama. Penelitian ini memberikan implikasi tentang strategi pengelolaan sumber daya manusia yang disusun secara strategis dapat meningkatkan kinerja madrasah dalam memberikan layanan pendidikan yang berkualitas. Dengan berfokus pada pengembangan SDM, madrasah dapat memperkuat komitmen jangka panjang mereka terhadap peningkatan mutu pendidikan.

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

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## INTRODUCTION

MAN 1 Probolinggo is essential in forming a quality and highly competitive generation. Quality management in the educational environment, especially in secondary schools, is the primary focus to ensure an optimal learning process (Khurniawan et al., 2020). In this context, the human resource development (HR) strategy is essential for achieving these goals. One of the secondary schools committed to improving the quality of education is MAN 1 Probolinggo. This illustrates how HR development strategies can improve quality management in the Madrasah environment (Basri et al., 2022). The HR development strategy is essential in the context of MAN 1 Probolinggo because it involves teachers, other educators, and education staff. This is in line with revealing that competent and constantly improving teachers will positively impact the quality of learning and teaching. By designing and implementing the right HR development strategy, MAN 1 Probolinggo can ensure that its staff members have the knowledge, skills, and attitudes that support the realization of effective quality management (Saihu, 2020).

Effective quality management in education involves a variety of strategies and practices designed to improve the overall quality of education (Seyfried & Pohlenz, 2020; Budiharso & Tarman, 2020). Effective quality management focuses on administrative aspects and involves an in-depth understanding of student needs, educational developments, and local community dynamics (Alam, 2020; Díez et al., 2020). This is as stated in his journal. For education in schools to run effectively, efficiently, and with quality, it needs to be adequately managed with reliable management. The existence of effective Quality Management does not only arise from the institution but with the existence of human resources. Human Resources is the human element that becomes the leading force in achieving the goals and operations of the institution (Adiguzel et al., 2020).

HR refers to the number of employees and the unique qualities, expertise, and contributions each individual brings to the organization (Doz, 2020). Conveying in his journal that Human Resource Management (HRM) in the context of education involves techniques or procedures related to the management and utilization of school personnel, including educational and administrative personnel (Jotabá, 2022). Thus, HRM becomes an essential foundation for maintaining balance and smooth operations for educational institutions (Obrenovic et al., 2020). The effectiveness and efficiency of HRM depend heavily on the ability of the principal/madrasah as a manager and leader (Supriatna, 2021). This was conveyed by the results of his research, which showed that human resource development in education involves the development of educational personnel and the development of school principals as one of the main strategies (Stofkova & Sukalova, 2020). This aligns with the revelation that madrasahs must have quality Human Resources (HR) as the primary key to building an Islamic education delivery system. To achieve reliable human resources, Madrasah must make efforts and strategies that involve HR management and development,

including recruitment, empowerment, and optimization of available human resources (Okochi & Ateke, 2020).

Quality management in an institution can achieve and maintain specific quality standards in providing educational services (Saffar & Obeidat, 2020). This is as the results of research conveyed that quality education is the hope and demand of all education stakeholders, where good service and quality in schools / educational institutions must be able to provide good service and quality so as not to be left behind and able to compete with other educational institutions (Sunarsi et al., 2020). This research focuses on career development institutions tailored to individual needs and aspirations to provide more targeted and practical solutions for performance improvement. The school forges partnerships to identify specific skill needs required by the institution (Vinayan et al., 2020). Development programs are then designed to provide appropriate skills to create graduates who are better prepared to enter the world of work (Abelha et al., 2020).

The pesantren program conducted by MAN 1 Probolinggo reflects a commitment to integrate religious values and formal education and strengthen students' understanding of various fields of study. One of the activities carried out to improve the quality management of MAN 1 Probolinggo by compiling pesantren programs such as the Religious Program (PK), which aims to increase students' understanding in reading the Yellow Book and mastering Arabic and English, Excellent Language Organization aims to enable students to master Foreign Languages (English and Mandarin), master the fields of Mathematics and Natural Sciences, Activities or education in MAN 1 Probolinggo must also be by the values of Islamic boarding schools because some students are active students of Nurul Jadid Islamic Boarding School.

Previous research sheds light on the pivotal role of effective quality management, encompassing multifaceted dimensions such as administrative functionalities, the nuanced comprehension of student necessities, and the intricate dynamics intertwined within the local community (Sung, 2022). This emphasizes the need for a comprehensive approach that not only addresses administrative aspects but also prioritizes an in-depth understanding of the diverse needs of students and the intricate socio-cultural fabric within the local community (Jatuporn, 2022). The inclusive approach aligns with the growing recognition that quality management in educational institutions necessitates an integrated strategy that considers administrative efficiency alongside an empathetic understanding of student and community dynamics for holistic improvement (Hermino & Arifin, 2020; Diana & Zaini, 2023).

However, the novelty is how HR development strategies can improve madrasah quality management. Expanding our understanding of how HR development strategies intersect and influence madrasah management can provide invaluable insights. This understanding may encompass various aspects, such as how effective recruitment and training methodologies for educators and administrative staff directly influence educational quality and administrative efficiency. Furthermore, exploring the implementation of performance evaluation systems and continuous professional development initiatives can illuminate their roles in fostering a culture of improvement and excellence within madrasahs.

Therefore, this study aims to fill this gap by implementing sustainable HR development strategies in MAN 1 Probolinggo. This study aims to reveal several concrete strategies implemented by MAN 1 Probolinggo to improve the quality of education through human resource development. From ongoing training for teachers to leadership development programs for education staff, HR development is focused on creating innovative and inclusive learning environments, positively impacting the overall quality of learning and teaching.

## RESEARCH METHODS

This research adopts a qualitative approach and uses a case study type. The qualitative approach seeks to provide an in-depth description of a phenomenon, event, or occurrence, focusing on comprehensive understanding. This approach describes and analyses the factors involved in improving the quality of madrasahs. A case study is a research method that focuses on an in-depth analysis of one particular phenomenon or case (Alam, 2021). This research focuses on a single case or situation to understand the factors and relationships between those elements. Researchers choose to investigate a madrasah case to understand the processes, practices, or policies that affect the quality of education.

Researchers used various techniques in data collection, including interviews with managers or related parties in Madrasah. The interviews were used to understand better their views, experiences, and thoughts regarding madrasah development strategies. In addition, the research also includes field studies that involve direct observation of the madrasah environment, activities, and educational practices (Syarnubi et al., 2021).

Data analysis techniques in this study will involve collecting qualitative data analyzed with a descriptive approach (Lester & Lochmiller, 2020). Qualitative data analysis will involve the process of interpreting, grouping and organizing data obtained from interviews, field studies, and other data sources. Then, the researcher will compile a systematic and factual description of the research findings and explain the relationship and implications of the investigated phenomenon to the quality of the Madrasah.

## RESULTS AND DISCUSSIONS

### Implementation of a Holistic Approach

The Human Resource Development (HRM) strategy in improving quality management refers to a planned and integrated approach to improve the qualifications, skills, and capacities of individuals or groups in an organization, with a particular focus on efforts to improve quality or quality in various aspects of the organization, especially in the context of management. In this case, quality human resource management where human resources (HRM) are techniques or procedures related to the management and utilization of school personnel, both educational and administrative personnel, effectively and efficiently to improve madrasah quality management.

Madrasah quality management is a planned and continuous approach or effort to ensure that Madrasah achieves and maintains specific quality standards in providing Islamic education services. Quality management in the context of

Madrasah involves planning, organizing, implementing, and evaluating various aspects of education to achieve specific quality-related goals. Madrasah quality management cannot be separated from the significant contribution of human resources (HR). Quality and skilled human resources will be vital in achieving and maintaining specific quality standards in Islamic education services.

Human resources (HR) can be made more competent and professional through training, while development can motivate those already at the bottom to focus their ingenuity and initiative in new directions. Knowledge, problem-solving skills, ability to cultivate morale, reduced stress and frustration, increased job satisfaction, independence and hard work, and ability to face modern challenges are all enhanced through planning, design, training, development stages, and evaluation. In this context, Human Resources (HR) is the key to determining the success of Madrasah in achieving the expected quality standards of education.

This reveals that it is essential for human resources to improve madrasah quality management; this is the primary key to creating an effective and efficient educational environment that is responsive to change and able to produce a generation that excels in scientific and moral aspects. Therefore, it is necessary to understand how human resources can be the primary driver in designing and implementing development strategies that support improving the quality of education in Madrasah.

The research "Human Resource Development Strategy in Improving Madrasah Quality Management in Man 1 Probolinggo" aligns with concepts recognized in the Islamic education quality management literature. Identifying HR development needs is an important finding supporting the literature to emphasize that assessing the needs of educators and education personnel is an essential foundation in HR development. This reflects a deep understanding of the specific needs of MAN 1 Probolinggo and ensures that the proposed HR development strategy is appropriate to the context of Madrasah.

In this case, human resources (HR) is a critical factor in an educational institution. The central phenomenon currently occurring in educational institutions is the quality of teachers (HR). Community education must create superior human resources regarding intelligence, morality, spirituality, professionalism, and national competitiveness. Anticipating this, HR managers must actively participate in planning, implementing, managing, and supervising organizations related to HR development. That changed the reactive work system to a proactive one, changed the operational structure to a more flexible structure, and implemented strategic policies. The existence of trainers and training personnel (HR) can be applied as effective and efficient workforce management by the work demands of educational institutions because one of the essential requirements of the current administration is. Ability to manage human resources and people well according to current and future organizational needs. Leadership

is an essential factor in achieving educational goals. For an educational institution to develop, it must be managed by a professional education manager. Human resource development (HR) in educational institutions is a must to improve the quality of education and create an effective learning environment.

Here are some MAN 1 Probolinggo strategies that can be implemented to develop human resources in educational institutions:



**Figure 1. Development of MAN 1 Probolinggo Strategy**

### **Continuing Education and Training**

Continuous Education and Training (PPB) is central to the Human Resource Development Strategy (HR) to improve Quality Management in MAN 1 Probolinggo. This concept refers to a series of learning and skill-building activities that take place continuously after an individual completes formal education or initial training. This is a result of interviews conducted with the school community. Education is an endless journey. At MAN 1 Probolinggo, Probolinggo focuses on academic learning and students' personal and professional development. However, madrasahs regularly organize training and workshops for teachers and students. Our teachers are empowered to continually improve their teaching skills, while students are invited to explore their potential beyond the curriculum (KS\_10/2023).

Another opinion also says that Madrasahs provide a wide range of training, from the latest teaching techniques to effective classroom management strategies. Madrasah also invites leading experts and practitioners in the field of education to provide additional insights. Thus, teachers can continue to hone their skills and remain at the forefront of education (TU\_10/2023). This is also reinforced by the opinion of the interview results, which states that Students are actively involved in their self-development. In addition to core subjects, they participate in extracurricular activities that support the development of social skills, leadership,

and creativity. We also encourage participation in research projects and competitions to stimulate their interest in specific areas. The headmaster also said there was a significant improvement in students' academic achievement and psychosocial well-being (WK\_10/2023).

Madrasahs not only become proficient in academics but also have solid life skills. Investing in sustainable education and training positively impacts students and society. Reflects MAN 1 Probolinggo's commitment to creating a learning environment that focuses on the holistic development of students and teachers through continuous education and training.

Based on the informant's presentation above, it can be concluded that MAN 1 Probolinggo applies a comprehensive education approach focusing on the concept that education is an endless journey. They emphasize students' personal and professional development, not just limited to academic aspects. This principle is realized through regular training and workshops for teachers and students. Teachers are encouraged to improve teaching skills, while students are invited to explore potential beyond the curriculum through extracurriculars and training. Collaboration with experts in education helps teachers stay current with the latest developments. Students are also active in self-development through extracurriculars, research, and competitions in various fields. Principals noted significant improvements in students' academic achievement and psychosocial well-being. This holistic approach reflects MAN 1 Probolinggo's commitment to creating a learning environment supporting student growth.

### **Leadership Development**

In order to shape future leaders, Madrasah has implemented a comprehensive leadership development program. However, to get a deeper perspective. In an interview with Mr. Fanani Hari Edi, the Coordinator of TU, explained, "Leadership development at MAN 1 Probolinggo is not only about producing future leaders, but also about creating individuals who have strong leadership skills. Madrasah focuses on character development, communication skills, values-based leadership, and the ability to lead with integrity (FN\_10/2023).

As the extracurricular coordinator, Abdul Holik also said that MAN 1 Probolinggo organizes extracurricular activities, leadership training, and motivational seminars (W). In addition, each student is invited to participate in community service projects that build their leadership skills through hands-on experience. We also assign additional responsibilities to students who demonstrate leadership potential through positions as class presidents or student organization administrators. The teaching staff teaches in the classroom and acts as a mentor, guiding students in developing their leadership. They provide direction, feedback, and support to students facing leadership challenges. Collaboration between teachers and students is the key to successful leadership development in MAN 1 Probolinggo," he continued.

Success is measured through student achievement in leading and contributing to the school and community environment. Madrasah also applies leadership values that have been learned in everyday life. MAN 1 Probolinggo graduates who succeed and contribute positively to society are essential indicators of the success of this program. The Madrasah hopes to see students become leaders with integrity, empathy, and the ability to lead wisely. Madrasahs hopes they can inspire others, make positive changes, and become change agents in society. Mr. Fanani also said, "This program is about building leaders and creating individuals responsible and committed to contributing to the common good. With a focus on character building, leadership abilities, and positive values". MAN 1 Probolinggo is committed to producing a generation of leaders ready to face future challenges with confidence and responsibility.

### **Collaboration and Teamwork**

Encourage collaboration among teachers and staff to share ideas, experiences, and resources. Organise joint meetings and workshops to improve teamwork and support each other. The importance of collaboration and effective work teams are the main pillars in MAN 1 Probolinggo. The results of the interview with Moch. Noer Cholis Hasjim, as waka Kesiswaan, said that Madrasah encourages collaboration through extracurricular activities and class projects. Students are invited to work together in teams to achieve common goals.

"We also organize events such as group discussions, workshops, and regular meetings to provide space for collaboration between students and teachers. Each class in MAN 1 Probolinggo functions as a team that supports each other. Teachers and students work together to achieve learning targets. He continued that we also have project teams for community service and certain extracurricular activities," he continued. Through project-based learning, students learn to work in teams, communicate effectively, and appreciate each member's role (RD\_10/2023).

MAN 1 Probolinggo regularly organizes leadership and teamwork training for students and teachers. In addition, the Madrasah has a mentoring program where more senior students can guide the more junior ones. These initiatives help ensure that a culture of collaboration and teamwork becomes integral to madrasah culture. By integrating collaboration and teamwork in various aspects of school life, MAN 1 Probolinggo forms an environment that supports students' holistic growth and prepares them to become contributing members of society.

### **Continuous Monitoring and Evaluation**

Continuous monitoring and evaluation are critical in maintaining and improving an institution's education quality. In an interview with Ibu Dewi Lestari, Education Quality Assurance Coordinator, researchers explored how madrasahs carry out this process. MAN 1 Probolinggo has a unique team tasked



with regular monitoring. The team conducts classroom observations, collects exam results, and monitors student participation in extracurricular activities. In addition, Madrasah uses evaluation tools specifically designed to get feedback from teachers, students, and parents.

After that, the Madrasah designs teacher professional development programs, draws corrective action plans, and updates the curriculum according to the findings. We also engage teachers in reflection and discussion sessions to share experiences and best ideas. Furthermore, Madrasah holds regular student forums where they can express their opinions, ideas, and aspirations. In addition, Madrasah conducted a student satisfaction survey to determine their perception of the learning process and school environment. Feedback from students becomes an essential cornerstone in making decisions that impact their learning experience.

The effectiveness of extracurricular programs is evaluated by measuring student participation, achievement in these activities, and their impact on student development. This evaluation helps madrasahs decide which programs must be improved, changed, or expanded. Student academic achievement is measured through regular evaluations, semester exams, and national examinations. The results are used to evaluate the effectiveness of curriculum and teaching methods. MAN 1 Probolinggo held an evaluation meeting involving all teachers to discuss these outcomes, find solutions to the challenges, and devise strategies to improve student achievement. Through a continuous monitoring and evaluation approach, MAN 1 Probolinggo maintains the quality of education and ensures that every aspect of student learning and development receives proper attention. This process becomes the foundation for continuous improvement and improvement of the quality of education in the school.

MAN 1 Probolinggo affirms its determination to create a dynamic and adaptive educational environment by implementing a comprehensive human resource development strategy. This strategy is designed to provide a rapid response to changes in the world of education and society and places improving the quality of education as the primary mission. With a deep focus on teacher competency development, leadership strengthening, and optimizing educational technology, MAN 1 Probolinggo is ambitious to produce graduates who excel academically and are ready to face the complex dynamics of the future.

MAN 1 Probolinggo hopes that through this strategy, each of its graduates will become agents of positive change who make meaningful contributions to society, bringing scientific values, integrity, and responsible leadership. Thus, Madrasah embraces an aspirational vision to form a generation that succeeds personally and positively impacts the world. The research focuses on implementing a Human Resource Development (HRD) strategy within an educational context, particularly in Madrasah, aiming to enhance quality management and educational outcomes. The HRD strategy involves improving administrative and educational personnel's qualifications, skills, and capacities to

ensure the attainment and maintenance of specific quality standards in Islamic education services.

Within the Madrasah quality management framework, HR is crucial in achieving and sustaining these quality standards. It is emphasized that competent and skilled human resources play a pivotal role in achieving educational goals and creating an effective learning environment responsive to changes. The study "Human Resource Development Strategy in Improving Madrasah Quality Management in Man 1 Probolinggo" aligns with established concepts in Islamic education quality management literature. It emphasizes the significance of identifying HR development needs, underscoring the importance of assessing educators' and personnel's needs as a fundamental aspect of HR development. Moreover, the research accentuates the critical role of leadership and collaboration in educational institutions.

The sentence can be revised in a more academic tone: "It emphasizes the necessity of establishing adept leaders through a comprehensive leadership development program, aiming not solely to nurture prospective leaders but also to foster robust leadership skills emphasizing integrity, effective communication, and values-based leadership. The study further outlines strategies implemented by MAN 1 Probolinggo to nurture human resources in educational institutions. Continuous Education and Training (PPB) is at the core, promoting ongoing skill enhancement for teachers and students. The Madrasah encourages collaboration, teamwork, and project-based learning, fostering an environment supporting holistic growth for students and teachers". Continuous monitoring and evaluation processes are also emphasized, illustrating how MAN 1 Probolinggo conducts regular evaluations, gathers stakeholder feedback and implements corrective measures to maintain education quality and ensure student development. Ultimately, the research significantly contributes to identifying effective teaching methodologies to enhance students' comprehension, retention of information, and active engagement in the learning process. It meticulously delineates instructional strategies applicable in educational contexts, intending to improve the quality of teaching and overall student learning experiences.

This research contributes by aiding in identifying effective teaching strategies and methods to enhance students' comprehension, information retention, and engagement in the learning process. This study successfully delineates various instructional strategies that bolster students' understanding and reinforce information retention while fostering active engagement among learners. The pivotal contribution of this research lies in its ability to pinpoint impactful teaching methodologies applicable within educational contexts aimed at improving the quality of teaching and students' overall learning experiences.

## CONCLUSION

The research unveils the implementation of a holistic Human Resource Development (HRD) strategy at MAN 1 Probolinggo, aimed at enhancing educational quality management. This holistic approach encompasses the personal and professional development of students alongside the continuous improvement of teaching skills among educators. Through training sessions, workshops, and extracurricular activities, the school endeavors to broaden students' horizons beyond the academic curriculum while empowering teachers to enhance their pedagogical skills continually.

A prospective longitudinal study emerges as an imperative endeavor. This study should focus on tracking the sustained impact and efficacy of the implemented educational strategies over an extended period. By examining the enduring effects on students' academic achievements, career trajectories, and societal contributions, researchers can glean valuable insights into these pedagogical methodologies' prolonged effectiveness and lasting implications.

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