



## **USTADZ PROFESSIONAL COMPETENCE IN IMPROVING HR QUALITY MANAGEMENT**

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### **Abstract:**

This study aims to analyze the quality management of human resources in increasing the professional competence of Ustadz at Pondok Pesantren Nurul Jadid Paiton Probolinggo. This study uses descriptive statistical data analysis and qualitative analysis. Sources of data come from observation, interviews, documentation, and Library Research. The results of the study show that quality management of human resources (HR) in improving the professional competence of ustadz at Nurul Jadid Islamic Boarding School has been implemented in recruitment planning by conducting needs analysis, calling and selecting before starting teaching. Pondok Pesantren Nurul Jadid also places ustadz according to their scientific fields, and educational development is carried out by including training and providing opportunities to continue their education at a higher level.

**Keywords:** *Management, HRM, Professional Ustadz*

### **INTRODUCTION**

In the era of the Industrial Revolution 4.0, as it is now, public and private formal and non-formal educational institutions such as Islamic boarding schools are competing with each other to provide the best results for students and their parents. With the existing conditions, these educational institutions are increasingly showing their competitive advantages to each other so they are not unable to compete with similar educational institutions (Grammens et al. 2022). The more intense the competition, the more educational institutions such as Islamic boarding schools make resources human resources as the main factor in influencing the progress of the Islamic boarding school (Samsudin et al. 2021).

With abundant human resources as they are today, organizations must be able to think about how to use them optimally (Nurafiaty, Rahayu, and Sugiharto 2021). and products that can satisfy students and parents (Fuadi 2020).

One of the main factors that determine the quality of education is the teacher, because the teacher is the spearhead in creating quality human resources. Factors of facilities and infrastructure, systems, and materials are complementary components of human resources. Teachers deal directly with students in class through the teaching and learning process (Haniah, Aman, and Setiawan 2020) In the hands of teachers, quality students will be produced, both academically, skillfully, emotionally mature, and moral and spiritual, so that they will produce future generations who are ready to live with the challenges of their time (Rohmayanti 2019).

A professional teacher is required with a number of minimum requirements, including having adequate educational qualifications, having scientific competence according to the field he is practicing, having the ability to communicate well with his students, having a creative and productive spirit, having a work ethic and a high commitment to profession, and always carry out self-development continuously (continues improvement) through professional organizations, the Internet, books,

seminars and the like (Listiawati 2018)

Educators must have academic qualifications and competencies as learning agents, physically and mentally healthy, and have the ability to realize national education goals (Hadiansyah, Fidesrinur, and Firmiana 2017) The academic qualifications referred to above are the minimum level of education that must be met by an educator who evidenced by relevant diplomas and/or certificates of expertise in accordance with applicable laws and regulations (Syafa'at et al. 2015), the question of the low quality of education in Indonesia certainly cannot be answered by changing the curriculum. Or, even replace the minister or director general. The quality of education can only be answered by the quality of teachers. Professional teachers, quality teachers are the guarantee (Kamsan 2020).

The researcher chose the Nurul Jadid Paiton Probolinggo Islamic Boarding School as the research location because the Islamic boarding school is under the auspices of a private foundation which still exists and is in demand by the community. The authors consider this research necessary because of the problem of educator management, starting from the recruitment, selection, placement and evaluation of educators that will have an impact on the progress of the educational institutions themselves, both in formal and informal educational institutions, including Islamic boarding schools. In this study, the authors will analyze a descriptive study of human resource quality management in enhancing the professionalism of ustadz at the Nurul Jadid Islamic Boarding School, particularly in the areas of recruitment, selection, placement and evaluation.

## **RESEARCH METHODS**

The research method used is qualitative research with a case study of the Nurul Jadid Islamic Boarding School. The purpose of this case study research is to obtain a description regarding the quality management of human resources in enhancing the professionalism of ustadz at the Nurul Jadid Islamic Boarding School, particularly in the areas of recruitment, selection, placement and evaluation. Therefore, one of the most important elements of the case study method is collaborative discussion regarding the issues to be examined by researchers, namely the quality management of human resources in the professional development of ustadz at Pondok Pesantren Nurul Jadid, especially in the areas of recruitment, selection, placement, evaluation, and improvement. career. So that researchers can identify what they need to know in order to understand the case and define the problem to be investigated. The steps taken in this study are as follows;

This research will be carried out at the Nurul Jadid Islamic Boarding School as a research location because the Islamic Boarding School is under the auspices of a private foundation which still exists and is in demand by the community.

Qualitative researchers as human instruments function to determine research focus, select informants as data sources, collect data, assess data quality, analyze data, interpret data and make conclusions on their findings. The procedures carried out in this study are as follows;

a. Observation (Observation) The observation method in this study was used as a supporting or complementary method with the target of teachers/ustadz, namely in the areas of recruitment, selection, placement and evaluation.

b. Interview In-depth interviews conduct in-depth exploration of predetermined topics (based on the purpose and intent of the interview) using predetermined questions related to quality management of human resources in the professional development of ustadz at Pondok Pesantren Nurul Jadid, especially in the field of recruitment, selection, placement and evaluation.

## **RESULTS AND DISCUSSION**

### **Ustadz Recruitment Planning**

In planning the recruitment of Ustadz or administrators, in this case the Bureau

of Islamic Boarding Schools, is an analysis of the needs of ustadz according to existing student dormitories, so that the results of this analysis can be used as a reference for determining the number of quotas of ustadz to be accepted in the recruitment process.

In accordance with the theory of Drs. H. Malayu S.P. Hasibuan and Anwar Prabu Mangkunegara who said that recruitment is a process or action carried out by a company to get additional employees through stages that include identification and sources of employee withdrawal, determining the employee needs needed by the company, the selection process, placement and orientation of employees.

### **Ustadz Placement**

Staffing/placement of ustadz in accordance with the theory of Siswanto (2007: 75) which states that: Organizing is the division of work planned to be completed by members of the work unit, establishing effective inter-work relationships between them, and providing reasonable work environment and facilities so they work efficiently.

At the Islamic boarding school, the ustadz have been assigned according to their respective fields, such as ustadz who are experts in the field of yellow books will be appointed as yellow book teachers, while ustadz who have competence in the field of Al-Qur'an (tahfidz) will be appointed as teacher of the Koran.

### **Ustadz Work System Assessment**

Pondok Pesantren Nurul Jadid has conducted a performance appraisal by conducting evaluations and improvements to increase the professionalism of its ustadz. This is in accordance with the theory presented by Mathias and Jackson (2006: 382), that performance appraisal is the process of evaluating how well employees complete their work when compared to a set of standards owned by the company and then communicating this information to employees.

Work system assessments are held periodically every month by calling and inviting the ustrads to sit together and work system assessments are also carried out at any time as needed.

### **Ustadz Competency Development**

The development of teacher/ustadz competencies carried out by the Nurul Jadid Islamic Boarding School is in accordance with Mulyasa's theory which says that the characteristics of teachers who are assessed as professionally competent are being able to develop responsibilities properly, being able to carry out their roles and functions properly, being able to work to realize educational goals school, able to carry out its role and function in learning in the classroom.

## **CONCLUSION**

Based on the explanation above, it can be concluded that human resource quality management in increasing the professional competence of ustadz at Pondok Pesantren Nurul Jadid begins with planning the recruitment of ustadz by paying attention to needs analysis, holding selection and placement according to the field they have, in evaluating the work system is carried out by holding meetings and evaluating regularly to increase the professionalism of the ustadz.

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