

CREATING POSITIVE LEARNING ENVIRONMENT THROUGH WORK-LIFE BALANCE BASED HUMAN RESOURCE DEVELOPMENT

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Abstract : Management often needs to be aligned with human resources. Human resource management is a factor in the success of an institution. The impact of this misalignment will affect the success of the institution. Human resources play a significant role in realizing the success of an institution in achieving its goals. Therefore this study aims to analyze the development of work-life balance based on human resources. This research method uses case studies at Madrasah Aliyah Nurul Jadid using qualitative interviews and documentation. This research will explain how Madrasah Aliyah Nurul Jadid develops a work-life balance based on human resource management. So that educators can divide their time between families and institutions to get maximum results. The results of this study indicate that the development of human resources in Madrasah Aliyah Nurul Jadid has been carried out in the form of; 1) Training Development, 2) Spiritual Development, 3) Talent Development, 4) Performance Development, and 5) Leadership Development.

Keywords : Human Resource Management; Worklife Balance; Educator Development.

Abstrak : Manajemen sering kali tidak selaras dengan sumber daya manusia, manajemen sumber daya manusia termasuk faktor salah satu keberhasilan suatu lembaga. Dampak dari tidak selarasnya hal tersebut akan memengaruhi terhadap keberhasilan lembaga. Sumber daya manusia merupakan peran yang sangat penting dalam mewujudkan keberhasilan suatu lembaga dalam mencapai tujuannya. Oleh karena itu penelitian ini bertujuan untuk menganalisis tentang pengembangan sumber daya manusia berbasis worklife balance. Metode penelitian ini menggunakan studi kasus yang ada di Madrasah Aliyah Nurul Jadid menggunakan kualitatif melalui wawancara dan dokumentasi. Penelitian ini akan memaparkan bagaimana Madrasah Aliyah Nurul Jadid mengembangkan manajemen sumber daya manusia berbasis worklife balance. Sehingga pendidik bisa membagi waktu antara keluarga dengan lembaga agar mendapatkan hasil yang maksimal. Hasil penelitian ini menunjukkan bahwa pengembangan sumber daya manusia di Madrasah Aliyah Nurul jadid dilakukan dalam bentuk; 1) Pengembangan Pelatihan, 2) Pengembangan Spiritual, 3) Pengembangan Bakat, 4) pengembangan Kinerja, dan 5) Pengembangan Kepemimpinan.

Kata Kunci : Manajemen Sumber Daya Manusia; Worklife Balance; Pengembangan Pendidik.

INTRODUCTION

Competition demands are one of the keywords in formulating superior organizational management. One of the most critical management in the governance of an organization is in the field of human resources. Human resources are a vital aspect in developing organizations, including educational institutions. However, the management of human resources certainly cannot be equated with the management of other components in management science. The stronger the knowledge of a company's human resources, the stronger the company's competitiveness (Marlena & Bustami, 2021). Human resource management is a factor that is highly considered in an institution. This is seen in productivity, and the quality of work, morale and knowledge, so good results are no longer dependent on natural resources. Therefore, human resources in institutions must be managed as optimally as possible. The role of human resource management is to evaluate and regulates each worker performing their respective duties. Human resources are also involved in the sequence of educational changes, which is one of the essential parts for educators (Rifa'i & Azizah, 2022). Principals must have human resources that can encourage all other resources to run. All humans have different skills. Therefore, leaders must be timely in controlling their subordinates.

The existence of human resources in each institution will make it easier for teachers to manage the institution. Through human resources will get quality results. Human resource management is humanly utilizing humans as workers so that their physical and psychological potential can function optimally to achieve organizational goals. (Rahman, 2020) Human resource development is an effort to develop the quality or ability of human resources through planning, education, training and managing staff or employees to achieve an optimal result. Human resource management must indeed be involved in an institution so that the institution can achieve its goals. According to (Sevim Öztürk, n.d.) Gaining the importance of the management of human resources is proof that all kinds of development depend on human resources as well as being an indicator of the value given to humans in institutions (Zamroni, 2022). The purpose of this explanation is that human resources prove that all development in each institution depends on human resources and as a benchmark given to humans in each institution. Human, The existence of human resources will make it easier for each institution to achieve goals more effectively. In research Charita et al. (2021), human resources are carried out routinely by all small and medium companies in Indonesia, the quality of the company can experience an increase that can compete in global competition.

Meanwhile, according to Amelia et al. (2022), the primary purpose of human resource management is to increase the contribution of human resources (employees) to the organization. Therefore, the principal's efforts are essential in developing human resources to become of good quality and professional. Human resources play a vital role in an organization or institution. The responsibilities possessed by human resources in

educational institutions that carry out relationships with other humans impact the performance of human resources. Therefore, human resources in educational institutions must also have other intelligence abilities besides intellectual intelligence.

This impacts the competence of human resources in educational institutions, mainly related to pedagogic, social and personality competencies. The ability of human resources in educational institutions to play their roles and responsibilities as teachers and community members is also a contributing factor to the characteristics of *work-life balance*. According to Rene & Wahyuni (2018), *work-life balance* significantly affects job satisfaction. However, *work-life balance* does not significantly affect organizational commitment and work motivation. *Work-life balance*, that is, when employees are delighted with their work, of course, employees will do their best with all the abilities they need to get the job done (Wismawan & Luturlean, 2022). *Work-life balance* is perfect for applying to an institution because if one teacher cannot balance the school and family environments, the resulting performance will not be good. Vice versa, if a teacher can apply *work-life balance*, the results will be maximum. *Work-life balance* is the extent to which a person is involved and satisfied with his role at work and in his personal life (Badrianto & Ekhsan, 2021). Educators must apply a *work-life balance* to make it easier for educators to develop human resources. There is a positive effect of work life balance on employee performance. Thus, The better the maintenance of *work-life balance*, the better the formance of employess (Minarika et al., 2020). It is very clear from this explanation that by implementing a *work-life balance*, you will get good result.

Work-life balance becomes essential in maintaining and achieving a balance between individual and work life (Juliarti & Anindita, 2022). The research by Anugrah (2021), revealed that a *flexible work-life balance*, increasing job satisfaction, and increased employee self-control are predicted to improve employee performance. Meanwhile, according to research by Andriyana & Supriansyah (2021), the concept of *Work-life balance* with the use of flexible time, implementing a good environment, positive family relationships and work motivation can increase employee productivity. It is clear from the explanation of the researchers above that by implementing a work-life balance program, teachers will balance work time with family time so that teachers will get satisfaction at work and provide good performance to the institution. A good *work-life balance* can motivate and empower employees, which has an impact on improving their performance (Larastrini & Adnyani, 2019). The existence of a *work-life balance* will give every teacher a feeling of satisfaction equally with work in the institution and with the family. Thus the teachers will get a balance of time in the world of work and their families so that teachers contribute more to get good results. If the principal also appropriately manages the *work-life balance* program, it can provide positive benefits and impacts (Mardiani & Widiyanto, 2021). Balance in this work is a factor that is needed for every teacher. This factor is very supportive of increasing the

morale of each teacher (Manshur, 2020). Therefore, with a *work-life balance*, you will get a solution when solving family and work problems.

Work-life balance can only be obtained when a person can balance time between work and personal. A *work-life balance* institution is a program that significantly benefits. With a *work-life balance*, the institution creates a satisfactory result. From the explanation above, implementing good human resource management and a *work-life balance* in an educational institution will increase a teacher's morale in carrying out his duties to obtain adequate and efficient results. Several researchers explained that human resource management is essential for institutional managers. At the same time, *work-life balance* is a program that can bring teachers and employees maintain balance in the world of work and their families. However, This research is very different from the research above. This research is more focused on discussing *work-life balance-based* human resource management with the aim that readers can apply it to their responsibilities. This research is mandatory because *work-life balance-based* human resource management is vital in an institution. Therefore every institution needs to implement a *work-life balance* program. This research is mandatory because *work-life balance-based* human resource management is vital in an institution. Therefore every institution needs to implement a *work-life balance* program. This research is mandatory because *work-life balance-based* human resource management is vital in an institution. Therefore every institution needs to implement a *work-life balance* program.

METHOD

The approach used in this research is qualitative. This approach is used to understand *work-life balance-based* human resource management. The phenomenon of human management based on *work-life balance* is portrayed by researchers and is focused on the development of *work-life balance-based* human resources. In understanding this phenomenon, the researcher is tasked with collecting, analysing, and making research reports. Thus, the researcher's position in this study acts as an instrument. Efforts to obtain data that can reveal *work-life balance-based* human resource management are carried out using observation, interview, and documentation techniques. Researchers conducted in-depth interviews with school principals and teaching staff. After the data was collected, the researcher used miles and Huberman data analysis techniques: data reduction, data display, and data verification. In order to obtain credible data, the researcher checked the validity of the data using angulated techniques.

RESULT AND DISCUSSION

Human resource management based on *work-life balance* in madrassa based on pesantren is one of the strategies for building superior performance. Human resource development can help educators achieve the goals of an institution. According to Sabrina (2021), that the development of human resources can be carried out in a superior, creative and innovative manner by improving the quality of employees or employees as well as

students. Human resource development provides a framework for self-development, training programs and career advancement tailored to the skills needs of future organizations (Putra & Sobandi, 2019). With developing human resources based on a flexible *work-life balance*, Madrasah Aliyah Nurul Jadid has implemented several strategies, namely;

1. Training Development

Training on human resource development is very influential for the performance of educators to be more effective and efficient. Training is held to provide educators with the knowledge, experience, and new skills. This Training also teaches how educators can have good character. Educators and educational staff are potential human resources who play a role in realizing the quality of national education (Munandar et al., 2022). Therefore the importance of Training for educators is to provide good character attitudes to students. The Training must be by the elements needed by the institution and educators, so the results obtained from the Training are good. In developing human resources, Madrasah Aliyah Nurul Jadid organizes Training and workshops held once a year as material for developing human resources. Development and Training are significant if the institution wants to produce more professional and competent educators to create an even better institution than before (Suci Hartati, 2022). Training provides benefits and experience for educators in teaching materials in institutions. Training is learning or practice within a short time that is received directly by employees so that employees can know the technicalities of work by the stipulated conditions. The training results are; 1) Educators can gain new knowledge and relearn the knowledge they have acquired. With Training, educators can know about the programs to be carried out, such as making lesson plans. With this Training, educators can further improve their abilities in the field; 2) As a forum for friendship between educators and employees, increasing a closer relationship between managers and educators, thereby increasing enthusiasm in carrying out their mandate; 3) Motivate educators, Training has become a means that has produced good quality in an institution. Training is an activity carried out by Madrasah Aliyah Nurul Jadid to improve educators' abilities. By holding Training, the institution hopes to improve the performance of educators. According to Maulyan (2019), explained that training can improve the quality of human resources and career development. With that, Training is an effort to improve an institution's quality of employee performance. Training for teaching staff can foster self-confidence regarding their abilities and potential, as well as a feeling of trust in the workplace that the institution where they work has attention to increasing their abilities and potential (Fadhli, 2020). Therefore, the holding of Training will affect the morale of the educator's performance.

Meanwhile, According to Cahya et al. (2021), explained that training and human resource development are carried out based on an analysis of job requirements and

individual employees. Related to this, it can increase knowledge about the duties of educators and be skilled in daily performance. This makes it easier for educators to develop human resources. Training is an effort to increase short-term capabilities, while development is an effort to increase employee competence in preparation for developing higher responsibilities in the future (Gustiana et al., 2022). Therefore, human development training is essential because humans are an institution's driving force. Training development, if carried out efficiently, will provide good educators for the institution.

2. Spiritual Development

Efforts to process *work-life balance-based* human resource development through various stages. Each institution must have qualified human resources. The excellent performance of educators is also seen in how they communicate with fellow educators. Spiritual intelligence can lead a person to have noble values in every life so that he can interpret all the experiences he experiences and apply them in the joints of his life (Rais et al., 2019). Moreover, with spiritual intelligence, educators can teach good character in front of students and can respect each other human beings. Meanwhile, from emotional intelligence itself, educators teach disciplined characters and honest and trustworthy attitudes. With spiritual intelligence, educators, and Madrasah Aliyah Nurul Jadid, students can feel the diversity of all different human beings. Especially in Madrasah Aliyah Nurul Jadid, which is based on pesantren, they must have good spiritual intelligence. Spiritual intelligence is intelligence that plays the highest role in a person. This intelligence teaches behaviour to someone between emotional intelligence and spiritual values. The results of observations at Madrasah Aliyah Nurul Jadid educators must participate in spiritual activities held directly by the Education bureau. Such as; 1) Book recitation, which is held once a month using the book of Syu'abul Iman filled in directly by the pesantren caregivers. This recitation is an activity held by the pesantren to add insight into religious spirituality for educators; 2) Istighosah, this activity aims to make educators always remember Allah utilizing dhikr. With this, educators will be closer to Allah SWT. So, it can foster the spirit of performance; 3) The Furudlul Ainiyah test for educators aims to enable educators to understand fraudulent Aaliyah material with predetermined progress.

From the several processes above, educators will cultivate a spirit of spirituality which will be applied at Madrasah Aliyah Nurul Jadid. Spiritual values guide someone in implementing good behaviours that are in accordance with the guidance of the Shari'a in personal, social, national and state life (Nirwani Jumala & Abubakar, 2019). This institution that applies the spiritual values of educators and students will produce a good attitude. Spiritual intelligence is interpreted as the pinnacle of human intelligence, where when a person is at a reasonable level, that human will have the ability to overcome various life problems they face because spiritual intelligence can relate ratios with

emotions, mind and body (Fauziatun & Misbah, 2020). Therefore spiritual intelligence is needed by educators. With spiritual intelligence, educators will live by Islamic law, which is directly taught to students. According to Qoni'ah (2019), that the impact of religious activities on the development of spiritual intelligence in students can be seen in their behaviour which reflects religious attitudes, discipline, honesty and responsibility. Religiosity is a character through human belief or belief in their god. Religiosity must be applied in developing human resources to instil the character of religiosity in educators and students. The religiosity factor is essential for every educator and student in their environment. Therefore, the value of religiosity plays a vital role in spiritual intelligence because, with religiosity, educators are not affected by their environment.

3. Talent Development

The development of an institution is also needed to develop the talents of educators and their students. *Talent development* is an activity that determines the success of an institution. Someone will not get good performance results without effort by being trained continuously. Talent allows a person to achieve specific achievements in certain fields with the necessary training, knowledge, experience and encouragement or motivation to realize these goals (Anggraini, 2020). With the development of human resources, talent development can train the talents of educators. Talent also affects the level of achievement of educators in specific fields. Talent is a person's fundamental ability to learn relatively quickly compared to others, but the results are even better (Bangun, 2019). Likewise, Madrasah Aliyah Nurul Jadid makes a place for talent development as one of the steps to developing human resources. Development of educator talent and also developed by Madrasah Aliyah Nurul Jadid.

Educators are often delegated to participate in competitions outside and within institutions, as in the case of educators who are included in teacher word competitions and writing scientific papers. In connection with this, the institution gives awards as appreciation to increase the enthusiasm for performance for educators. This talent development aims to foster employee morale further. High morale will have a positive impact on the institution. Therefore, talent is a strength that requires continuous training efforts to be realized (Labola, 2019). That is why institutions must develop educators and students with hidden talents. This is one of the factors in human resource development.

Delegation in participating in scientific writing and teacher word competitions will make it easier for educators at Madrasah Aliyah Nurul Jadid to develop human resources. *Talent* is defined as an ability or something a person can do to succeed in the future (Afniola et al., 2020). By developing the talents of educators and students, the institution hopes to create excellent schools. According to Magdalena et al. (2020), that the understanding talent will be easier and more focused on developing human resources. One of the efforts in developing human resources is to develop the talent of

educators. So that by developing talent will make it easier for educators to complete their duties. With the talent one, has, success will be obtained by carrying out tasks seriously so that the goals of an institution are achieved, especially at Madrasah Aliyah Nurul Jadid. The results achieved were not only the title of champion and participation in the competitions that followed but also success in exploring talent, creativity and building mentality to form good student personalities (Wibowo et al., 2020). Therefore talent development has become a means for institutions to develop good human resources.

4. Performance Developmet

Educators are one of the first roles in education. Educators as one of the components in teaching and learning, have competencies that determine the success of learning, because the main function is to design, manage, implement, and teach learning (Sholikhun et al., 2022). One that triggers the success of institutional goals and good human resources is the role of educators, better known as teachers. Compelling performance for each needs to be created so that the institution's goals can be achieved optimally (Sarifudin, 2019). In the development of this era, educators are expected to provide professional performance. As well as achieving the goals of the educational institution at Madrasah Aliyah Nurul Jadid, they must carry out their duties by the regulations and activities that exist in the institution. The development of teacher performance does not only teach in the classroom, but every development experienced by student teachers must know and understand (Jihad, 2019). With this, educators who carry out the effective performance. It will be easier to develop human resources. To develop good performance, Madrasah Aliyah Nurul Jadid, educators and employees carry out their task units according to their respective duties and functions. As with educators or Madrasah Aliyah Nurul Jadid teachers who do not carry out tasks in the administration and student curriculum, this makes educators work professionally to get maximum results besides that to develop the performance of Madrasah Aliyah Nurul Jadid educators also hold several strategies such as; 1) innovative learning mode training, this training intends that Madrasah Aliyah Nurul Jadid educators further improve the skills of educators in implementing learning, the training is implemented through learning videos, lessons filled in using PowerPoint and Quipper; 2) preparation of learning tools, training aims to make it easier for educators to prepare lesson plans; 3) Subject learning teacher deliberation training (MGMP) held by the madrasah working group. as head of the MGMP Madrasah Aliyah Nurul Jadid oversees 20 madrasahs, the purpose of this activity is to increase the knowledge of Madrasah Aliyah Nurul Jadid educators and mastery in terms of material, syllabus preparation, and learning strategies. As a result of these activities, educators have made learning modules printed by the pesantren themselves, and; 4) Further studies were carried out independently by several Madrasah Aliyah Nurul Jadid educators. On the other hand, the school supports this activity so that this activity can be easily carried out.

Therefore, some of the steps above will provide good performance and make human resource development easier. Institutional leaders assess educators in terms of ability in their respective fields, skills in conveying material to students, and professional attitude. Performance is the implementation of work by job requirements. Then performance is the implementation of a teacher's work through the tasks he carries out (Sodik et al., 2019). Thus, the importance of assessing educators' performance is because of educators' significant influence on human resource development. According to (Muspawi, 2021), Teacher performance is a condition that shows the teacher's ability to carry out their duties and responsibilities at school so learning objectives can be achieved as expected. Therefore, the good or bad performance of educators will affect the results of the goals expected by the school. Meanwhile, according to Usman (2020) that the teacher performance is the teacher's willingness to carry out an activity and perfect it by their responsibilities with the expected results. It is clear from some of the explanations above that good educator performance will get maximum results and make it easier for institutions, especially at Madrasah Aliyah Nurul Jadid, to develop human resources.

5. Leadership Development

School is a system that is part of national education that must be considered. Because, with time, the institution demands creative and qualified educators. Leaders are still critical to bring about continuous change, where leaders have an essential role in creating a culture that nurtures continuous change (Windasari et al., 2022). Therefore the success of an institution is strongly influenced by a leader. An educator in developing human resources must have leadership values because educators have a significant influence on achieving the goals of an institution. Leadership is the art or ability of a person to influence other people or a group to achieve the desired goals, both individual goals and group goals (Wahab, 2020). Therefore the principal is a factor that influences the performance of educators in carrying out their duties. Leadership can be interpreted as organising and achieving performance to reach the decisions they want (Syahril, 2019). Thus leadership is a role that drives an institution to achieve its goals. Developing Madrasah Aliyah Nurul Jadid's leadership involves several steps, such as training and briefings. By conducting the training at Madrasah Aliyah Nurul Jadid, it was carried out with seminars that brought in supervisors from the Ministry of Religion. This training aims to make educators more professional in carrying out learning activities and dealing with problems, making it easier to develop human resources. On the other hand, the head of the madrasah held a Briefing activity. The importance of this activity, carried out by Madrasah Aliyah Nurul Jadid, aims to teach educators more clearly how to educate properly.

Therefore, with the training and guidance of educators, it will be easier to develop human resources. The existence of these activities will improve the quality of work of educators in developing human resources. From the explanation above, it can be concluded that an educator must have leadership values that affect human resources development. According to Supriani et al. (2022) that A leader is essentially a person who can influence the behaviour of others in his work by using his power to direct and influence his subordinates about the tasks that must be carried out. While the presentation of Juniarti et al. (2020), explained that As a leader in a school, you must be able to move.

On the other hand, leaders must have professional knowledge. From several theories, it is evident that educators greatly influence developing human resources by developing human resources. With training and guidance followed by educators, it will be easier to develop human resources.

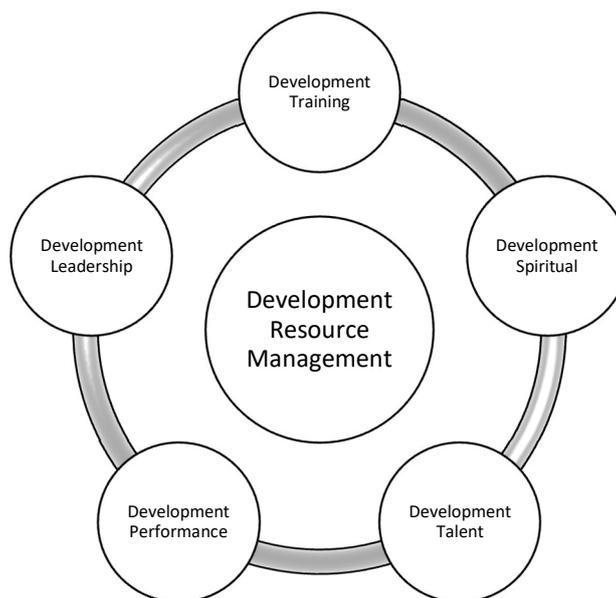


Figure 1: Several Human Resource Development Strategies

This research explains that human resource development in Madrasah Aliyah Nurul Jadid is developed through several strategies: training development, spiritual development, talent development, performance development and leadership development. The explanation of the results of this research is different from the theory expressed by Pu Ho, which reveals that human resource development consists of talent development, training and development, organizational development, performance development and leadership development. Therefore there is a significant difference between Po Hu's opinion and this study's results. With this research, it has been found that human resource development is developed based on several strategies.

CONCLUSION

From the explanation above, developing a *work-life balance* based on human resources is one of the most urgent factors in an institution. Even the development of human resources is one of the successes or failures of an institution. Therefore improving human resources can improve the quality of an institution. Human resource management makes it easier for educators to carry out their duties in their respective fields. *Human resource* is an aspect that must be considered in an institution. Human resource management should be involved in an institution so that the institution achieves its goals. Judging by the existence of human resource management that is implemented, it will provide maximum results for the institution. In developing human resources to obtain maximum results, several strategies are carried out; 1) training development; 2) spiritual development; 3) Talent Development; 4) performance development, and; 5) leadership development. So, these strategies will create a quality and superior institution. Besides that, educators and employees in an institution also need job satisfaction to facilitate carrying out their duties. Therefore, the holding of *work-life balance-based* human resource management aims to make educators get job satisfaction and get flexible results in developing human resources. So, these strategies will create a quality and superior institution. Besides that, educators and employees in an institution also need job satisfaction to facilitate carrying out their duties. Therefore, the holding of *work-life balance-based* human resource management aims to make educators get job satisfaction and get flexible results in developing human resources.

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