

## BUILDING QUALITY EDUCATION IN PESANTREN THROUGH STRENGTHENING HUMAN RESOURCES PERFORMANCE

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**Abstract:**

*This study aims to analyze the performance of human resources in improving the quality of education in Islamic boarding schools. This study uses a qualitative approach to the type of case study. Data collection techniques are carried out through interviews, observation, and documentation. The data analysis procedure was carried out interactively, starting with data collection, presentation, reduction, and concluding. The results of the study show that the performance of human resources in improving the quality of education in Islamic boarding schools is carried out through the competence of administrators in various fields, high aspirations, and support from leaders. This research provides implications about the importance of effective performance in realizing organizational goals.*

**Abstrak:**

*Penelitian ini bertujuan untuk menganalisis tentang kinerja sumber daya manusia dalam meningkatkan mutu pendidikan di pondok pesantren. Penelitian ini menggunakan pendekatan kualitatif jenis studi kasus. Teknik pengumpulan datanya dilakukan melalui interview, observasi dan dokumentasi. Prosedur analisis datanya dilakukan secara interaktif, yang dimulai sejak pengumpulan data, penyajian data, reduksi data, dan pengambilan kesimpulan. Hasil penelitian menunjukkan bahwa kinerja sumber daya manusia dalam meningkatkan mutu pendidikan di pondok pesantren dilakukan melalui kompetensi pengurus sesuai bidang, berkeinginan tinggi, dan dukungan pemimpin. Penelitian ini memberikan implikasi tentang pentingnya kinerja efektif dalam mewujudkan tujuan organisasi.*

## INTRODUCTION

In carrying out an organizational program, the performance of human resources (HR) is needed can plan, organize and carry out according to the program objectives of the organization (Syafi'i & Rahmatullah, 2019; Ihsan et al., 2021; Hanayanti & Ikhwan, 2021). In general, HR performance's duties and responsibilities can be measured by the established provisions' implementation of the tasks and responsibilities assigned by the established provisions (Rohman, 2020; Riyadi & Huseini, 2019). This is in line with what was stated (Marwan, 2022; Nugroho & Paradifa, 2020) that effective HR performance is one of the criteria and indicators that can improve quality education (Mohamed & Yusoff, 2021; Bird & Charteris, 2021; Luo & Zhan, 2021).

The research results show that; increasing teacher work in implementing the Semester Credit System (SKS) assessment system through academic supervision of school supervisors reveals that improving teacher performance can be done through action planning, action implementation, and observation (Sarifudin, 2019). Ramly et al. (2017) said that the strategy for improving the performance of professors at public universities, that the strategy for improving teacher performance is compensation, work environment, work facilities, and organizational culture. Furthermore, Slameto et al. (2017) revealed factors for increasing teacher performance, including; having a high level of leadership, having a moderate level of concern for the environment, and a pretty good commitment. In contrast to the research exposure above, which focuses on formal institutions and teachers, this research focuses on Islamic boarding schools where the HR performance consists of one student but can create an effective HR in their own best way.

Effective HR performance that has been implemented in improving the quality of Islamic boarding schools is the competency of the management according to their fields and placing them in each learning area in the area, having a strong desire and motivation in accompanying students in learning, this raises high enthusiasm of the management so that the enthusiasm of the management in assist in growing the enthusiasm of the students as well as in learning, and the strong support of the leaders, in this case, goes to the Head of Region and Supervisor. The effective HR performance that has been implemented in this area has an impact on increasing the enthusiasm of students in learning; with high enthusiasm in learning, an understanding of learning will appear, and with high enthusiasm too, the portion of students' learning can increase so that it will be embedded in their mindset that learning is not coercion but a necessity of oneself.

The existence of this indicates the achievement of the goals of Islamic boarding school education, namely the full completion of the students from the primary scientific deepening program and advanced scientific deepening perfectly. Evidently, the number of students in the region has increased in the last three years. Sooner or later, this will impact the quality of a pesantren, especially the achievement of superior pesantren. Within this scope, effective HR

performance is one of the keys to improving Islamic boarding schools' quality.

Based on this reality, researchers are interested in examining how human resources' performance improves the quality of education at the Nurul Jadid Islamic boarding school. HR performance research is emphasized in three aspects: the competence of management according to the field, strong desire, and support from leaders.

## RESEARCH METHODS

This study uses a qualitative case study approach. The researcher wants to uncover phenomena in the field at the Nurul Jadid Islamic Boarding School, Probolinggo, East Java, especially in the Zaid bin Tsabit area. This area is part of the areas under the auspices of the Nurul Jadid Islamic Boarding School. The students focus on lessons: learning *tahsinul Qur'an* as essential, learning *tahsinul qiroah*, deepening *tahfidzul Qur'an*, learning *amtsilati* science, and deepening linguistics as further learning.

Researchers got the data needed through interviews and observations of activities at the research location. Furthermore, documentation is carried out to obtain additional data, such as documents of learning activities, history, photos, and so on; the data sources, namely from primary data, which in this study were regional heads, administrators, and santri. The basis of this research is Gibson's theory of factors that influence performance, including individual, psychological, and organizational factors (Nurfadilah & Farihah, 2021; Oktyama & Wahyudin, 2020), by strengthening existing opinions.

From the experience of direct observation in the field, it was found that the key to the adequate performance of Islamic boarding schools in improving the quality of Islamic boarding schools is the competency of the management according to the field, high aspirations, and support from leaders to be able to create students who are active, diligent and enthusiastic in learning.

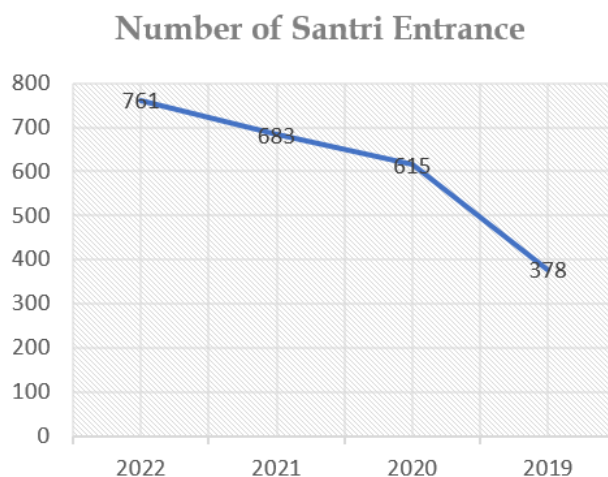
Furthermore, the data is analyzed interactively and continuously until it is entirely saturated, starting from data reduction, data display, and conclusion/drawing/ verification as a research finding.

## RESULTS AND DISCUSSION

The Nurul Jadid Islamic Boarding School in the Zaid bin Thabit Region has implemented an effective HR performance in a complex manner. The HR performance in question is the competence of management according to the field, high aspirations, and support from leaders. These three types of HR performance have delivered quality Islamic boarding schools. With the performance of human resources that have been built, they will be able to create an effective and efficient educational environment and print the quality of pesantren education so that they can compete in the wide world of education in this global era.

Figure 1 above shows that the number of Islamic boarding school students has increased in the last four years. This increase in the number of enthusiasts

indicates that education, learning, and several other activities are running effectively and efficiently to create quality pesantren.



**Figure 1: Data of Islamic Boarding School Students in the Zaid bin Thabit Region**

The performance of the human resources that have been owned by this Islamic boarding school in scoring the quality of Islamic boarding schools is as follows;

### **Competence of Managers According to The Field**

The administrators in each area of scientific deepening have competencies according to their fields, especially professional competence, namely knowledge that is mature according to their portion. The administrators have gone through several mature learning processes beforehand. In recruiting management, the most important thing is the mastery of scientific competence. For students who are competent and above average and have completed a learning program in scientific deepening, the head of the division in the field of scientific deepening will inform the head of the region about their eligibility before being included in the list of prospective administrators. This recruitment is more varied for students with student status but for all students with above-average competence even though they are good students.

As the head of the region, Rahmat said that in recruiting administrators, the main thing to pay attention to was competency. By prioritizing the competence of the management, the students have a good understanding and knowledge, which increases the enthusiasm of the students in learning scientific deepening. Form of good competence is the mastery of the material in the deepening of each scientific knowledge and understanding. According to the research analysis, this reflects a professional teacher; in other words, the teacher can educate, teach, direct, train, and evaluate. Professional competence is essential because it will produce intelligent, active, creative, and civilized students (Sutisna & Widodo, 2020).

In line with what was conveyed by one of the students in the area, Firman (2022), the regional administrators that we see and feel as students or students are genuinely competent in their respective fields of scientific deepening. Regional administrators always provide maximum assistance in studying students, especially studying scientific deepening, so that fellow students become enthusiastic, understand, and master deepening learning materials quickly and easily.

As Allah says in the Al-Qur'an sura Al-Muj in verse 11:

وَإِذَا قِيلَ اسْتُزُوا فَاسْتُزُوا يَرْفَعِ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتٍ وَاللَّهُ بِمَا تَعْمَلُونَ خَبِيرٌ

Meaning: "Stand up," then stand up, surely Allah will raise (degrees) those who believe among you and those who are given knowledge of several degrees. Moreover, Allah is Aware of what you do".

This verse is one of the proofs that someone who is knowledgeable or has competence will undoubtedly be elevated. This is comparable to what has been implemented above, so every santri should have knowledge or competence, especially for administrators, both religious knowledge and general nuances.

Competence is a harmonious blend of several elements, including knowledge, skills, values, and attitudes, reflected in the habits of thinking and acting so that they can realize their performance appropriately and effectively (Rohman, 2020; Elfahmi, 2020). In another sense, competence is a specification of a person's knowledge, skills, and attitudes and their application in work by the performance standards required in the field. Consistent thinking and acting enable a person to become competent in having basic knowledge, skills, and values to do something. At least, a teacher must possess the following competencies: 1. Pedagogic competence (ability to manage students), 2. Personal competence (covering all physical and psychological elements), 3. Social competence (related to communication and interaction), and 4. Professional competence (related to the field of study) (Damanik, 2019; Sani & Ilyas, 2021; Sudrajat, 2020).

### **Strong desire**

A thorough pre-learning process is one of the keys to a high sense of desire in the administrators' minds. In the previous learning process, students with above-average competence will be trained with a mindset in both learning and teaching situations. This exercise encourages the spirit of sharing in learning to be high so that a desire will appear within oneself and not coercion or encouragement from others. This process will continue even though this area does not need teaching staff; this aims to print the character of students to become educators and students, especially in Islamic boarding schools and outside Islamic boarding schools.

A teacher or administrator needs a high desire to accompany and nurture students. Therefore, in the recruitment process, the election of an administrator should have a high desire spirit because it will be easier to achieve an effective HR performance with a high desire spirit.



As the head of the region, Rahmat emphasized that every year we will see and observe the performance of the existing administrators. If a shortage of teachers or administrators is found, we will recruit new prospective administrators, we do not only need smart people, but we are looking for people who have a strong desire. Therefore we hold a kind of training to inculcate it."

In line with the explanation above, Abdurrahman, as an administrator, emphasized, "It is true that the recruitment of administrators has indeed gone through a mature process because later these administrators will accompany, teach and protect the students. Of course, in this case, it requires diligent and painstaking management, and using selection in terms of desire and high will is one of the answers."

Allah has said in the Qur'an Qur'an in the letter Ash-Shaff: 11

تُؤْمِنُونَ بِاللَّهِ وَرَسُولِهِ وَبِأَنَّكُمْ فِي سَبِيلِ اللَّهِ وَأَنْتُمْ كُنْتُمْ تَعْلَمُونَ  
لَكُمْ إِنْ كُنْتُمْ تَعْلَمُونَ

Meaning: "You believe in Allah and His Messenger and strive in the way of Allah with your wealth and soul. That is better for you if you know it."

It is concluded in this verse that Allah confirms for his people always to be enthusiastic in fighting, especially in becoming an educator, because this makes a person's big difference.

According to the notion that work motivation is essential in increasing work effectiveness because people who have high work motivation will try their best so that their work can succeed as well as possible (Siswanto, 2019). High work motivation does not just appear but is a continuous learning process. In implementing learning, the teacher must be able to carry out the program strategies and methods planned in the classroom when the teaching and learning process takes place (Simarmata, 2016). Partially, work motivation has a significant effect on job satisfaction, and job competition also has a significant effect on job satisfaction (Andika, Widjarnako, & Ahmad, 2019). Work motivation positively affects the effectiveness of HR performance (Ristianey et al., 2021; Alhusaini et al., 2020; Tolu et al., 2021; Tasrim & Elihami, 2020; Anggraeni, 2020; Damayani et al., 2020; Jufrizen & Hadi, 2021).

From this, it cannot be denied that high motivation or strong desire for HR administrators and teachers significantly influences their performance. Thus, the results of the observations above are in line with the previous findings that have been mentioned.

### **Leader Support**

This cannot be denied regarding the liveliness of the performance of the administrators in this boarding school. Every human being has a saturation point in his activities. Therefore, the support from leaders, stakeholders, and regional heads motivates administrators to educate and nurture the students to be high. The form of support from stakeholders and regional heads does not only provide motivation alone but by educating administrators through recitation forms and giving severance pay, even though it is only once every two years. This form of

support, little by little, will boost the administrators' enthusiasm for protecting the students.

The regional head is the first to call and support administrators with low motivation, such as feeling bored and bored accompanying students. Moreover, in the second stage, the stakeholders will provide support if there still needs significant development, especially mental support.

The Word of God in his book Surah Al-Furqan: 56

وَمَا أَرْسَلْنَاكَ إِلَّا مُبَشِّرًا وَنَذِيرًا

Meaning: "And We did not send you (Muhammad) but only as a bearer of good news and a warner."

The verse shows that fellow people who are forgetful, lazy, and like to complain should remind and motivate one another. In line with this verse, it is essential to encourage one another in good things, especially in learning and teaching.

Superior support is when superiors treat subordinates with respect, respect, courtesy and trust the correct information and explanations. Therefore, superior support forms the behavior of subordinates with support, attention, trust, and respect for potential whistleblowers (Agustina, Soedjtamiko, & Zainab, 2019). Superior support is an internal supporting factor that can support the effectiveness of HR performance in an organization (Ayutika & Santoso, 2020; Farla et al., 2020). Leader support can be one of the determining factors for HR performance in an organization.

## CONCLUSION

Based on the research results, human resources' performance in improving the quality of education in Islamic boarding schools is built through the competency of the management according to the field, high aspirations, and support from leaders. The Zaid bin Thabit area has carried out this pattern for the last three years. It has produced positive things by what has been expected, namely fostering and educating students to become competent in the scientific field for themselves and others.

The activeness of human resources can be an example for institutions and agencies that have not been able to realize active human resources; this has a positive impact on the running of effective and directed learning; the activeness of these human resources leads to the excellence of an educational institution/agency in the present. Especially in the Zaid bin Thabit area, with the hope of being able to maintain, run and preserve the activities of these human resources properly, this will have a good and effective impact on education and sooner or later, the quality of an institution/agency will emerge.

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