

STRATEGIC HUMAN RESOURCE MANAGEMENT ANALYSIS IN HIDAYATUL MUBTADI-IEN KENDAL ISLAMIC BOARDING SCHOOL (*PONDOK PEASNTREN*)

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Abstract

Strategic human resource management integrates the role of management with human resource through strategic roles with SWOT analysis to achieve the goals expected by an organization or institution. This research uses a qualitative descriptive type of research with the research object at the Hidayatul Muftadi-Ien Islamic Boarding School, after carrying out a strategic analysis using SWOT analysis, can maintain the Islamic Boarding School with classical yellow book studies and Al-Qur'an tahfidz as well as weekly recitations which are in great demand by local congregations. It has a strategic location but the development of the students has decreased, and have to compete with Islamic Boarding Schools or other educational institutions, which creates a challenge for the Hidayatul Muftadi-Ien Islamic Boarding School in the future.

Keywords: SWOT, Strategic human resource management, Islamic Boarding School

INTRODUCTION

Human resources are the cornerstone of any organization, built upon interests, needs, and implementation. Effective human resource management plays a vital role in controlling an institution or company, ensuring the efficient and effective achievement of its goals. Therefore, it is imperative to prioritize human resource management to guarantee the success of an organization or institution.

Human resources occupy a strategic position in comparison to other resources. Without human resources, other resources cannot be utilized or managed to produce a product. Companies need to manage human resources as effectively as possible to achieve their organizational goals, given the crucial role of HR in an organization. The success of an organization or company is highly dependent on the quality of its human resources.

The organization needs strategic Human Resource Management (HRM) because Strategic HRM has the potential to become an innovation in the organization to achieve the desired goals. To face competition today, a manager needs to think strategically (Widiastuti, 2020). By understanding this, institutions can plan better to reduce the risk of significant development. Stagnancy can be the cause of the institutions we manage lagging behind other competitors, as is the phenomenon that occurred at the Hidayatul Muftadi-ien Islamic boarding school in Purwokerto Patebon, Kendal.

The initial opening of learning at the Hidayatul Muftadi-Ien Islamic Boarding School was carried out on December 25, 2002. At the beginning of the opening of learning, 3 resident students (*Santri Mukim*) and *Santri Kalong*, and *Santri Laju* participated. The Islamic Boarding School was built under the Bani Affandi Kadariyah Foundation. The vision and mission of the Hidayatul Muftadi-Ien Purwokerto Islamic Boarding School is to produce *muttaqin tahfidz* of the Qur'an, produce student (*Santri*) who understand Islamic Law, and produce students who have good morals in accordance with *Ahlus Sunnah wal Jamaah*.

The Hidayatul Muftadi-ien Purwokerto Islamic Boarding School has specific criteria for accepting students (*santri*). They accept boys and girls who are studying at the elementary, middle, or high school level, who are under 20 years of age, willing to live in the boarding school, and come from poor backgrounds or are orphans. The school offers various learning activities, such as *Tahsin* and *Tahfidz* Qur'an, *Sorong* and *Bandungan Kitab Kuning*, Al-Quran Education Park, and Madrasah Diniyah, to help students develop their religious knowledge and skills.

Aside from the learning activities offered to the *Santri Mukim* and *Santri Laju*, there are several other activities available for the community. Every Wednesday evening, there is an *Istighosah Kubro* gathering. On Thursdays, people make pilgrimages to the graves of guardians or ulama in Kendal, while Sunday mornings are reserved for recitations attended by both children and parents. These recitations include the recitation of *Fasholatan*, recitation of short letters (*surat-surat pendek*), *dhuha* prayer in congregation, and *tausiah* for adults. The Sunday morning recitation is particularly popular, with over 300 congregants in attendance.

The Hidayatul Muftadi-ien Purwokerto Islamic Boarding School currently has 4 resident students (*santri mukim*) and 25 non-resident students (*santri kalong/laju*). Unfortunately, the school is not showing any significant development and is even experiencing setbacks. In the previous year, the number of resident students was 30, consisting of 18 males and 12 females. However, despite the situation, the school continues to conduct learning activities.

Research gap (Rochman, 2019) use SWOT analysis this produce research Developing boarding school-based schools according to the needs of the community who want character building, utilizing technology for marketing institutions and in the process of teaching and learning, Increase the number of qualified graduates in religious and academic fields so that people believe in the quality of institutions. Different from study (Amirudin et al., 2021)The results of the study showed that the Islamic boarding school al-arifiah Putra Sukaraja Garut was able to survive because of the factor of kyai. HRM performance in the Department of Cleanliness and Landscaping in Buleleng obtained the results of its performance in the category which is good but there are two activities that have not been reached.(Widiastuti, 2020)

Based on the description above, the author is interested in analyzing the Strategic Human Resource Management at the Hidayatul Muftadi-ien Islamic Boarding School in Purwokerto Patebon Kendal.

Literature Review

Management

(Rabetino et al., 2021) argues that management is the process of designing and maintaining an environment in which individuals work together in groups, efficiently achieving selected goals. Luther Guilck in (Julidawati et al., 2022) management is seen as a field of knowledge that systematically seeks to understand why and how people

work together to achieve goals and make this system of cooperation more beneficial for humanity.

Strategic Human Resource Management

Strategic human resource management links human resource management with strategic roles and aims to improve business performance and develop organizational culture, as well as encourage innovation and flexibility (Ferdousi & Abedin, 2023). Strategic human resource management, according to (Snell & Morris, 2020) is a relationship between human resource management and strategic goals and objectives in order to improve performance and develop organizational culture so that it can encourage creativity, innovation, and be more flexible. In other words, a strategy for managing planned human resource deployment patterns and actions to improve the organization's capabilities to achieve its goals.

Islamic Boarding School (Pesantren) Education

concept and well-managing the total quality management of an organization will lead that particular organization to perform well (Gharakhani, 2013)The term santri can also be understood as a group of students or those who are educated and become followers and successors of the struggle of loyal ulama and who study religious knowledge in Islamic boarding schools, either staying at the boarding school or going home after completing their study time. Based on the tradition of the Zamakhsyari Dhofir Islamic boarding school, students are divided into two groups (Dhofir, 1985), namely:

1. Residential students, namely students who live in a boarding school, are usually given responsibility for looking after the interests of the Islamic boarding school. The longer you stay in the cottage, your status will increase, such as when you are given the task of teaching basic books to junior students.
2. Bat students, namely students who come to the boarding school to study and will return home after the learning activities are finished, or when they are at the boarding school at night and will go home during the day.

METHODS

This research is field research or qualitative descriptive, namely research that aims to understand the phenomena observed from the research object, trying to describe and interpret them according to what they are systematically (Sukardi, 2013). The subject of this research is strategic management, namely using SWOT analysis with the research object being the Hidayatul Muftadi-ien Islamic Boarding School. Data collection in this research was carried out using document recording, interview, and observation techniques.

RESULTS AND DISCUSSION

Based on an interview with *Kyai* Zainul Labib as the founder and caretaker of the Hidayatul Muftadi-ien Islamic Boarding School, the Islamic boarding school was founded on December 22 2012, on an area of 5 H. Purwokerto Village, Patebon District, Kendal Regency, Central Java. He founded the Islamic boarding school for a dozen years. *Kiai* Zainul Labib himself has an educational history at the An-Nur Pengandon Islamic Boarding School, one of the Islamic boarding schools in the Kendal area, for 3 years. Apart from that, he also studies at the Lirboyo Kediri Islamic Boarding School for 11 years.

The Hidayatul Muftadi-ien Purwokerto Islamic Boarding School also has criteria for accepted students, including:

- a. Boys and girls at elementary (SD)/middle school (SMP)/high school (SMA) level.
- b. *Dhuafa*
- c. Orphan
- d. Age under 20 years

The foundation operates in the following fields, among others:

- a. Social; Supporting orphans (*piatu*), orphans (*yatim*), the poor, abandoned children.
- b. Competency: Leads to the development of skill competencies owned by students (Read Al Qur'an, Tahidz Al Qur'an, Read yellow book (*Kitab kuning*)).
- c. *Da'wah* ; Having a Sunday morning taklim assembly, Istighosah Kubro, Pilgrimage together.
- d. Education; Consists of formal and non-formal education.

Since the establishment of the Hidayatul Muftadi-ien Islamic boarding school, namely in 2012 until now, the number of students seems to have stagnated. It can be seen that currently there are 25 residential students and 4 bat students. This number is the same as the number of *santri* at the beginning of the boarding school, namely 25 bat students and 4 residential students. However, the number of *santri* in 2019-2022 is quite large, namely 30 residential *students* and 25 bad *students*. In realizing the vision and mission of the Hidayatul Muftadi-ien Purwokerto Islamic Boarding School, it has the following learning methodology:

- a) Al Qur'an tahfidz program with the following learning methodology:
 - *Tahsih/Tahsin*, namely a method of learning the Al Qur'an by teaching students to be able to read the Al Qur'an following the laws of *tajwid* and *makharijul* letters.
 - *Tahfidz*, namely method of learning the Al Qur'an by depositing memorized Al Qur'an to the teacher or *Kyai*.
 - *Murojaah*, namely a method of learning the Al Qur'an by repeating the memorization that has been deposited in front of the teacher or *Kyai* so that the memorization is always maintained.
- b) The yellow book (*Kitab Kuning*) program with the following learning methodology:
 - *Sorongan*, namely learning the yellow book by reading the yellow book and its meaning in front of the teacher or *Kyai*.
 - *Bandungan*, namely learning the yellow book using the method of reading the book by the teacher or *Kiai* while students scrutinize (*menyimak*), listen, give meaning (translation *lafadz* per *lafadz* along with the position of the *lafadz* in terms of *I'rab* in the book).
 - *Klasikal*, namely learning the yellow book using a class system method based on the year of entry, this method is the same as modern learning methods.

After conducting interview with several teachers, clerics, and *ustadzah*, it has been revealed that the Hidayatul Muftadi-ien Islamic boarding school is experiencing financial difficulties due to the stagnant development of the number of students. The school never asks for contributions towards development or operational costs, which leads to all costs being borne by *Kiai* Labib himself. The *Kiai*-centric tradition dictates that all activities, learning, and operations of the school originate from the thoughts of *Kiai* Labib himself, which puts the school at a disadvantage when it comes to competing

with other boarding schools. Currently, the Hidayatul Muftadi-ien Islamic Boarding School uses the *Salaf* Islamic boarding school curriculum, which is tailored to the background of the caregivers who come from a *Salaf* Islamic boarding school. In light of these challenges, a human resource management strategy would be necessary to improve performance and encourage innovation and flexibility. running a good organization requires proper management of people who are willing to work and can follow up on it optimally to achieve its goals. (Purnomo, 2017) Islamic boarding school multiculturalism means pesantren who are always responsive to changing times, future insight, teaching idealideal Inclusivism, pluralism and mutual respect.

This research uses the SWOT analysis technique. According to Wheelen and Hunger (2001: 193), situation analysis is the beginning of the strategy formulation process. SWOT is an acronym for the strengths, weakness, opportunities and threats of the company, all of which are strategic factors.

The following is an analysis of the results of the study described above using SWOT analysis, including the following:

1. **Strength.** Hidayatul Muftadi'ien Islamic Boarding School has adequate building facilities. In 2014 there was a female student dormitory building and a *Ta'lim Majlis* place. In its development in 2016, there was a building consisting of 6 rooms that were used for early childhood education (PAUD) in the morning and TPQ in the afternoon. Then in 2018 *Kiai* Labib also built a building consisting of 2 floors containing 20 rooms which functioned as a dormitory for male students. Support from the community and the *Kyai*'s sons who continued their father's struggle with boarding at other Islamic boarding schools so that when they finished boarding they returned to the Islamic boarding school to continue their father's struggle.
2. **Weaknesses** of the Hidayatul Muftadi'ien Islamic Boarding School, namely considering the stagnant development of the number of students, the finances of the Hidayatul Muftadi'ien Islamic Boarding School are experiencing difficulties. This is because the Islamic boarding school never asks for contributions for development and operational costs, so all costs are borne by *Kyai* Labib himself. The learning process at the Hidayatul Muftadi'ien Islamic Boarding School currently uses the *Salaf* Islamic Boarding School curriculum without looking at current references.
3. **Opportunity.** Opening a formal school can be a strategic step to increase the growth and progress of Islamic Boarding Schools, with a boarding system so that they don't lose students, who previously collaborated with one of the formal schools in the area around Kendal and then decided to establish their own Islamic boarding school. The location is very strategic because it is still quite close to the city of Kendal.

Some of the benefits that can be obtained by opening a formal school at an Islamic boarding school are:

- **Human Resources (HR) Development:**
By opening formal schools, Islamic boarding schools can contribute to producing a more skilled and educated young generation. This can be a valuable asset for the progress of the Islamic boarding school and the surrounding community.
- **Additional Income:**
Formal schools can be a source of additional income for Islamic boarding schools. Education costs from formal schools can be used to finance the overall needs of Islamic boarding schools, including maintenance of facilities and development of educational programs.
- **Diversification of Education:**

By opening formal schools, Islamic boarding schools can provide more diverse educational options to the local community. This can increase the attractiveness of Islamic boarding schools and support their growth.

- Collaboration with the Government:

Opening a formal school can open up opportunities to collaborate with the government on formal education programs. This can improve the Islamic boarding schools (*pesantren* 's) relationship with the authorities and gain further support.

Threat. Islamic boarding schools must be able to compete with more diverse learning methods and more innovate curricula. This is necessary so that Islamic boarding schools can compete effectively with surrounding Islamic boarding schools. By updating the curriculum and adopting more varied learning methods, Islamic boarding schools can show their superiority compared to other Islamic boarding schools in their surroundings.

Table 1. Swot Analysis Matric

Internal External	STRENGTH (S)	WEAKNESS (W)
OPPORTUNITY (O)	STRATEGY (SO) Establishing formal schools based on Islamic boarding schools at the elementary (SD)/middle school (SMP)/high school (SMA)/vocational school (SMK) levels in accordance with community needs.	STRATEGY (WO) Utilization of digital marketing through social media (Facebook, Whatsapp and Instagram) to be better known by the public.
THREAT (T)	STRATEGY (ST) Improving the quality of education, always innovating in developing institutions so that they can be competent with Islamic boarding schools or other institutions.	STRATEGY (WT) Improve managerial abilities and be adaptive to current developments. Increase opportunities to obtain financial support needed for construction and improvement of facilities and programs.

Resource: 2023

CONCLUSION

Strategic Human Resource Management integrates the role of management with human resources through strategic roles in SWOT analysis in order to achieve the goals expected by an organization or institution. The results of the research show that the Hidayatul Mubtadi'ien Islamic Boarding School can continue to exist today, with the existence of several buildings as facilities for providing education starting from PAUD, TPQ, Madrasah and Majelis Taklim which are used as da'wah/syiar at weekly recitation activities, which are attended by among the surrounding community, which will ensure the sustainability of the institution. The strength of the Hidayatul

Mubtadi'ien Islamic Boarding School actually lies in the Kiai who is able to maintain the Islamic boarding school with the study of the classical yellow book and tahfidz Al Qur'an as well as weekly recitations which are much in demand by local congregations, but it has several weaknesses, including the development of the students who experienced a decline due to the termination of the collaboration partner of one of the formal education providers with the Hidayatul Mubtadi'ien Islamic boarding school as the Islamic boarding school close to urban areas, it become an opportunity in itself even though it had to compete with other Islamic boarding schools, or other educational institutions, which is a challenge (Threat) in the future.

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