



## IMPLEMENTATION OF ISLAMIC HUMAN RESOURCE MANAGEMENT IN ISLAMIC BOARDING SCHOOLS: CASE STUDY IN MODERN ISLAMIC BOARDING SCHOOLS

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### **Abstract**

Implementing human resource management (HRM) based on Islamic principles in modern Islamic boarding schools is the key to creating a harmonious, productive, and blessed work environment. The culture and traditions that have long been rooted in Islamic boarding schools often become obstacles in implementing modern HRM. In addition, limited resources and adaptation to technological changes are also significant challenges. This study aims to examine the strategy of HRM development in modern Islamic boarding schools based on Islamic principles. This study uses a qualitative approach by collecting data from various sources such as the results of previous studies. The collected data will be analyzed thematically to identify patterns and main themes relevant to the research objectives. The results of the study indicate that the implementation of HRM based on Islamic principles can improve individual and organizational performance in Islamic boarding schools. The principles of fairness and transparency in recruitment and promotion, the welfare of teachers and staff, and the enforcement of ethics and integrity are key factors in the success of HRM. Cultural and traditional challenges can be overcome by aligning conventional values with modern management principles through education and dialogue. Limited resources can be overcome with creative and collaborative solutions, such as cooperation with non-profit organizations and the private sector. Adapting to technological change requires investment in infrastructure and training, as well as cultivating innovation throughout the organization. With the right strategy, Islamic boarding schools can implement effective human resource management that follows Islamic values, so that they can produce competent and noble graduates.

**Keywords:** *Management, Human Resources, Modern Islamic Boarding Schools.*

## 1. Introduction

Islamic boarding school is one of the oldest educational institutions in Indonesia that has a significant role in shaping the character and knowledge of the younger generation. In its history, the pesantren has become the center of the spread of Islamic religious knowledge as well as a place for the moral and spiritual thunder of the students. Along with the times, Islamic boarding schools not only focused on religious education but also began to penetrate various fields of general science, so the concept of modern boarding schools emerged. Modern Islamic Boarding School X is one of the real examples of this evolution, where they integrate religious education with general science in their curriculum.<sup>1</sup>

Amid the dynamics of globalization and modernization, Islamic boarding schools are faced with great challenges in maintaining traditional Islamic values while adapting to the times. One important aspect of facing this challenge is Human Resource Management (HR). Good and effective HR management will ensure that all elements in Islamic boarding schools, ranging from teachers, and administrative staff, to students, can work synergistically to achieve established educational goals.<sup>2</sup>

The application of the principles of human resource management following Islamic teachings is very important in the context of Islamic boarding schools. These principles include justice, transparency, responsibility, and prosperity, all of which aim to create a harmonious and productive work environment. In the context of Modern X boarding school X, the application of these principles is expected to overcome various management challenges that are often faced, such as low work motivation, lack of professionalism, and internal conflict.<sup>3</sup>

On the other hand, Modern X Islamic Boarding School has great potential to become an effective model for the application of Islamic human resources management. With a strong historical background and commitment to the development of modern Islamic education, this boarding school can make a significant contribution to the development of HR management models based on Islamic values. This is important considering the many other Islamic boarding schools in Indonesia that can learn from the best experience and practice applied in Modern X. Islamic Boarding Schools

Case studies at Modern Islamic Boarding School X are expected to provide in-depth insights into how the principles of Islamic human resources management are applied in a real context. This study will explore various aspects of human resource management, ranging from recruitment and selection, training and development, and performance evaluation, to conflict management and employee welfare. The results of this study are not only beneficial for boarding school managers but also for academics and management practitioners who are interested in the application of Islamic principles in HR management.

This research is also relevant in the context of national education policy. The Indonesian government, through the Ministry of Religion and the Ministry of Education

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<sup>1</sup> Hasse Jubba et al., "Document-Reorienting Moral Education for Millennial Muslims-The Changing Role of Islamic Boarding Schools in Indonesia," *Islamic Quarterly* 65, no. 3 (2022): 423–442.

<sup>2</sup> Yeyen Afista and M. Yunus Abu Bakar, "Islamic Boarding School-Based Madrasah: Policy Efforts to Reform the Superior Education Model," *Al-Hayat: Journal of Islamic Education* 4, no. 2 (March 13, 2021): 199–209, <https://doi.org/10.35723/ajie.v4i2.144>.

<sup>3</sup> Nur Hidayat and Dian Andesta Bujuri, "The Implementation Of Character Education In Islamic Boarding School," *Lentera Pendidikan: Jurnal Ilmu Tarbiyah Dan Keguruan* 23, no. 1 (June 30, 2020): 127–140, <https://doi.org/10.24252/lp.2020v23n1i11>.

and Culture, has emphasized the importance of the integration of religious values in the education system. By reviewing the application of Islamic human resources management in Modern X Islamic Boarding Schools, this research can provide useful recommendations for policymakers in formulating more holistic and value-based educational policies.

## 2. Literature Review

### a. Human Resource Management

G.R. Terry in the Principle of Management provides an understanding that management is a real process, which consists of planning, organizing, mobilizing, and controlling actions carried out to determine and achieve the specified goals through the use of human resources and other resources. Management regulates something so that it is carried out properly, directly, clearly, and thoroughly in the teachings of Islam. Likewise, everything must be done correctly, and planned to avoid doubt in running something, especially in business and organization.<sup>4</sup>

Human resource management is deemed necessary for the development of an organization and regulating all employee activities. Employees are expected to be able to realize the goals to be achieved in an organization. Human resource management includes determining employee activities ranging from employee selection, training, and development as well as all activities concerning employee activities within the scope of the organization.<sup>5</sup> According to Simamora, human resource management is the utilization, development, assessment, provision of services, and management of individual members of the organization or group of workers. Meanwhile, according to Dessler, human resource management can be defined as a policy and practice needed by someone who runs aspects of "people" or human resources from the position of management, including recruitment, screening, training, publishing, and assessment.<sup>6</sup>

According to Cushway, the objectives of the HRM include:

- 1) Give management considerations in making HR policies to ensure that organizations have highly motivated and high-performing workers, and have workers who are always ready to overcome changes and meet work obligations legally.
- 2) Implement and maintain all human resource policies and procedures that enable the organization to be able to achieve its goals.
- 3) Assist in the development of the whole direction of the organization and strategy, especially those related to the implications of HR.
- 4) Give support and conditions that will help line managers achieve their goals.
- 5) Handling various crises and difficult situations in relations between workers to ensure that they do not hamper the organization in achieving its goals.
- 6) Provide communication media between workers and organizational management.

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<sup>4</sup> Márcio Oliveira et al., "Strategy and Human Resources Management in Non-Profit Organizations: Its Interaction with Open Innovation," *Journal of Open Innovation: Technology, Market, and Complexity* 7, no. 1 (March 1, 2021): 75, <https://doi.org/10.3390/joitmc7010075>.

<sup>5</sup> Zuzana Stofkova and Viera Sukalova, "Sustainable Development of Human Resources in Globalization Period," *Sustainability* 12, no. 18 (January 2020): 7681, <https://doi.org/10.3390/su12187681>.

<sup>6</sup> Govand Anwar and Nabaz Nawzad Abdullah, "The Impact of Human Resource Management Practice on Organizational Performance," SSRN Scholarly Paper (Rochester, NY, January 15, 2021), <https://papers.ssrn.com/abstract=3824689>.

- 7) Acting as the maintenance of organizational standards and values in HR management (Al-Jedaiah & Albdareen, 2020).

To achieve the objectives of human resource management, human resources must be developed and managed optimally. Human resource activities are the most central part of the human resource management process and are a series in achieving organizational goals. The activity will run smoothly when utilizing management functions.<sup>7</sup> The function of human resource management referred to is as follows:

- a) Planning

Planning is the activity of estimating the state of labor, to be following the needs of the organization effectively and efficiently, in helping the realization of goals. The plan is to determine this staffing program, including organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and termination of employees.<sup>8</sup>

- b) Organizing

Organizing is an activity to regulate employees by establishing the division of labor, work relations, employment relations, delegation of authority, integration, and coordination, in the form of organizational charts. The organization is only a tool to achieve goals. A good organization will help the realization of effective goals.<sup>9</sup>

- c) Direction and procurement

Briefing is an activity to give instructions to employees so that they want to work together and work effectively and efficiently in helping the achievement of organizational goals. The briefing is carried out by a leader who with his leadership will give directions to employees to do all their duties well. Procurement is the process of withdrawal, selection, placement, orientation, and induction to get employees to follow the needs of the organization. Good procurement will help the realization of goals.<sup>10</sup>

- d) Control

Control is an activity to control employees to obey organizational regulations and work according to plans. If there are deviations, repair and/or improvement actions are carried out. Employee control, including the presence, discipline, cooperation behavior, and maintaining the situation of the work environment.<sup>11</sup>

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<sup>7</sup> L. B. P. da Silva et al., "Human Resources Management 4.0: Literature Review and Trends," *Computers & Industrial Engineering* 168 (June 1, 2022): 108111, <https://doi.org/10.1016/j.cie.2022.108111>.

<sup>8</sup> Shaker Al-Qudah et al., "The Impact of Strategic Human Resources Planning on the Organizational Performance of Public Shareholding Companies in Jordan," *Problems and Perspectives in Management* 18, no. 1 (March 13, 2020): 219–30, [https://doi.org/10.21511/ppm.18\(1\).2020.19](https://doi.org/10.21511/ppm.18(1).2020.19).

<sup>9</sup> Glenn Morgan and Marco Hauptmeier, "The Social Organization of Ideas in Employment Relations," *ILR Review* 74, no. 3 (2021): 773–97.

<sup>10</sup> Mohammed Faisal Amadu and Bismark Kwaku Anyarayer, "Understanding the Influence of Communication on Employee Work Satisfaction: Perspectives from Decentralised Government Institutions in the Oti Region, Ghana," *Education Research International* 2022, no. 1 (2022): 5024703, <https://doi.org/10.1155/2022/5024703>.

<sup>11</sup> Gianluca F Delfino and Berend van der Kolk, "Remote Working, Management Control Changes and Employee Responses during the COVID-19 Crisis," *Accounting, Auditing & Accountability Journal* 34, no. 6 (January 1, 2021): 1376–87, <https://doi.org/10.1108/AAAJ-06-2020-4657>.

e) Development

Development is a process of improving technical, theoretical, conceptual, and moral skills through education and training. Education and training provided should be following the needs of present and future work.<sup>12</sup>

f) Compensation

Compensation is a direct service provision in the form of money or goods to employees in return for services provided to the organization. The principle of compensation is fair and feasible. Fair is interpreted following work performance, while it is worth interpreting to meet primary needs.<sup>13</sup>

g) Integrated

Integration is an activity to unite the interests of the organization and the needs of employees, to create a harmonious and mutually beneficial cooperation. On the one hand, the organization gained success/profit, while on the other hand, the employee can meet the needs of the results of their work. Integration is important and quite difficult in human resource management because it unites two different interests.<sup>14</sup>

h) Maintenance

Maintenance is a maintenance activity or improving physical, mental, and loyalty conditions so that they still want to work together until retirement. Good maintenance is carried out with a welfare program based on the needs of most employees. And guided by internal and external consistency.<sup>15</sup>

i) Discipline

Discipline is one of the functions of human resource management that is important and is the key to the realization of organizational goals because, without discipline, it is difficult to realize maximum goals. Discipline is a desire and awareness to obey organizational regulations and social norms.<sup>16</sup>

j) Dismissal

Dismissal is the breakup of an employee's work relationship from an organization. This dismissal is caused by employee desires, organizational desires, the end of work contracts, retirement, or other reasons. The application of management functions as well as possible in managing employees will make it easier to realize the goals and success of the organization.<sup>17</sup>

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<sup>12</sup> Juan Carlos González-Salamanca, Olga Lucía Agudelo, and Jesús Salinas, "Key Competences, Education for Sustainable Development and Strategies for the Development of 21st Century Skills. A Systematic Literature Review," *Sustainability* 12, no. 24 (January 2020): 10366, <https://doi.org/10.3390/su122410366>.

<sup>13</sup> Michal Roman et al., "Essence of the Compensation Plan in the Process of Motivation in Multi-Level Marketing (MLM). A Case Study," *Sustainability* 13, no. 16 (January 2021): 8738, <https://doi.org/10.3390/su13168738>.

<sup>14</sup> Tatyana Tolstykh et al., "The Role of Collaboration in the Development of Industrial Enterprises Integration," *Sustainability* 15, no. 9 (January 2023): 7180, <https://doi.org/10.3390/su15097180>.

<sup>15</sup> Mohamad Qayum Mohamad Sabri, Ramayah Thurasamy, and Ahmad Zamir Che Daud, "Experiences of Occupational Balance Following Retirement: An Interpretative Phenomenological Analysis," *Journal of Occupational Science* 0, no. 0 (n.d.): 1–14, <https://doi.org/10.1080/14427591.2024.2324827>.

<sup>16</sup> Jordi Trullen, Anna Bos-Nehles, and Mireia Valverde, "From Intended to Actual and Beyond: A Cross-Disciplinary View of (Human Resource Management) Implementation," *International Journal of Management Reviews* 22, no. 2 (2020): 150–76, <https://doi.org/10.1111/ijmr.12220>.

<sup>17</sup> Bailey C. Benedict, "Examining the Experiences of Remaining Employees after a Coworker Dismissal: Initial Message Characteristics, Information Seeking, Uncertainty, and Perceived Social Costs," *Management Communication Quarterly* 34, no. 4 (November 1, 2020): 495–526, <https://doi.org/10.1177/0893318920949327>.

b. Islamic principles in Empowering Human Resources

The principles of Islamic management, especially in terms of empowering human resources can be formulated in several points, as follows:

1) Competency Principle

The principle of competence is the main principle in Islamic management. The competency referred to here is the ability or expertise possessed by personnel as part of the organization or part of a work process, which is needed to achieve goals. The competencies in question can be in the form of cognitive competencies, namely the ability of knowledge and analytical power, attitude competencies such as courage, honesty, dedication or loyalty, discipline, and so on, as well as skills competencies that surround skills, accuracy and speed in carrying out a job.<sup>18</sup>

2) The principle of optimization and strengths incompetence.

The second principle of Islamic management is: "The competencies possessed must be optimal and exceed other personal competencies that have the same competencies. The steps that must be taken by a manager in determining the human resources that will be empowered in a mechanism of work is that when a manager is faced with two or more people from members of the organization; then a manager must prioritize someone who has competencies that exceed other personal competencies."<sup>19</sup>

3) The principle of competency suitability with needs.

A good human resource management system is a system that emphasizes the suitability of labor with needs. So in this perspective, the analysis of absolute needs is carried out by an organization or individual in the labor recruitment system. Workers' competencies that are not as needed will only lead to chaos and can threaten organizational performance cause threats to the achievement of goals, and even threaten sustainability (sustainability) of the existence of the organization.<sup>20</sup>

4) Principle of Personal Competency Conformity with Placement

The principle of the right person in the right place (the right man in the right place) will provide a guarantee of the stability, smoothness, and efficiency of work. Placement of people following work expertise or competency appropriately is the key to the implementation of work. Carelessness in the placement of a person in carrying out a work or task will have a bad effect and may lead to failure in the implementation of work. Therefore, an experienced leader or manager will place someone according to his competence as the main principle that will be a starting point for other principles.<sup>21</sup>

5) The principle of authority and responsibility

Authority and responsibility are the next principle in Islamic management. Someone who is given the task or mandate to take action or work must be given authority and responsibility in carrying out their duties. Giving this authority is absolute

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<sup>18</sup> Muhammad Santoso, Nasrudin Baidan, and Zainul Muttaqin, "Learning Management of Tahfidz Al-Qur'an Program Modern Pesantren of Indonesia," *European Journal of Molecular & Clinical Medicine* 7, no. 8 (November 27, 2020): 251–61.

<sup>19</sup> Nor Aishah Mohd Ali, Zurina Shafii, and Shahida Shahimi, "Competency Model for Shari'ah Auditors in Islamic Banks," *Journal of Islamic Accounting and Business Research* 11, no. 2 (January 1, 2020): 377–99, <https://doi.org/10.1108/JIABR-09-2016-0106>.

<sup>20</sup> Katarzyna Piwowar-Sulej, "Human Resources Development as an Element of Sustainable HRM – with the Focus on Production Engineers," *Journal of Cleaner Production* 278 (January 1, 2021): 124008, <https://doi.org/10.1016/j.jclepro.2020.124008>.

<sup>21</sup> Xian Dong et al., "Effect of Thermal, Acoustic, and Lighting Environment in Underground Space on Human Comfort and Work Efficiency: A Review," *Science of The Total Environment* 786 (September 10, 2021): 147537, <https://doi.org/10.1016/j.scitotenv.2021.147537>.

in a management system to ensure the smooth implementation of tasks or work charged to someone. Without authority, a person will experience doubts in carrying out their duties, which in the end cannot carry out his duties well. The authority in a management system must be given in full within the limits of its working area without anyone being able to intervene because intervention from outside will be able to interfere with the mechanism of work and lead to the desired work or work objectives.<sup>22</sup>

6) The principle of authority limits

Every authority in Islamic management has its limits. Awareness of the limits of this authority must be owned by every individual in an organizational system. A leader has an authority limit for the person he leads, employees have an authority limit on their position and duties. This limit of authority should not be overcome or violated. Violations of the limits of authority will be able to damage the organizational system, which in turn leads to failure and even destruction.<sup>23</sup>

7) Principle of Appreciation and Compensation

Humans are unique creatures that have their own dynamics. The uniqueness of humans is caused by humans in addition to having reason, they also have a sense and desire. Instinctively humans have the desire to be able to feel pleasure and comfort. This pleasure and comfort can be fulfilled when humans get what they need. In addition to physical needs, such as clothing, food, and shelter (residence), humans also have spiritual needs such as feeling happy if they are valued and respected for their existence.<sup>24</sup>

### 3. Research Method

This research will be carried out using a qualitative approach. Through this approach, research data will be obtained from various good sources such as research results and previous studies that still have relevance to the contents of the research. The qualitative approach was chosen because it can provide a deep understanding of the implementation of human resource management based on Islamic principles in modern boarding schools, as well as how these principles are applied in specific contexts. Data sources were obtained from various results of previous studies and studies on human resource management. After the research data is collected, the next step is to process the data. The data that has been collected will be analyzed thematically to identify the main patterns and themes that are relevant to the research objectives. The results of this analysis will be used to draw conclusions and recommendations that can be applied in the practice of HR management in Islamic boarding schools, as well as contributing to academic literature on Islamic education management. Thus, this research is expected to provide valuable and practical insights for the development of HR management in Modern Islamic Boarding Schools.

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<sup>22</sup> Muhammad Iqmal Hisham Kamaruddin et al., "The Mediating Role of Financial Governance on the Relationship between Financial Management, Islamic Work Ethic and Accountability in Islamic Social Enterprise (ISE)," *Social Enterprise Journal* 17, no. 3 (January 1, 2021): 427–49, <https://doi.org/10.1108/SEJ-11-2020-0113>.

<sup>23</sup> Gazi Islam and Roberta Sferrazzo, "Workers' Rites: Ritual Mediations and the Tensions of New Management," *Journal of Management Studies* 59, no. 2 (2022): 284–318, <https://doi.org/10.1111/joms.12708>.

<sup>24</sup> Kevin Laland and Amanda Seed, "Understanding Human Cognitive Uniqueness," *Annual Review of Psychology* 72 (January 4, 2021): 689–716, <https://doi.org/10.1146/annurev-psych-062220-051256>.

#### 4. Finding and Discussion

##### a. The Role of Human Resource Management in Islamic Boarding Schools

Islamic boarding school is an Islamic educational institution that not only focuses on academic aspects but also the formation of the character and spirituality of the students. In this context, human resource management (HR) plays a very vital role in ensuring that all elements in Islamic boarding schools can function optimally and synergistically. Optimizing the potential of HR is an important first step in management in Islamic boarding schools. Strategies to explore and develop the potential of individuals in the boarding school environment must be comprehensive and sustainable. One way is to identify the potential and talents of each individual, both teachers, staff, and Santri, through appropriate assessment methods. Furthermore, the identified potential needs to be developed through training and development programs that are tailored to the needs of Islamic boarding schools. These programs are not only limited to academic aspects but also include soft skills training such as leadership, communication, and time management, all of which aim to prepare individuals to face various challenges in the future.

Improving the performance of teachers and staff is also a crucial element in HR management in Islamic boarding schools. Periodic performance evaluation implementation is one of the effective ways to ensure that teachers and staff work following established standards. This evaluation must be objective and transparent, and involve constructive feedback that can be used for self-improvement. In addition, the award system and incentives need to be applied to increase work motivation. Awards can be in the form of recognition of achievement, career improvement, or financial incentives that are tailored to the contribution of individuals to the achievement of the objectives of the boarding school. With a fair and transparent award system, it is expected that teachers and staff will be more motivated to work better and make maximum contributions.

Internal conflict management is also an important aspect of HR management in Islamic boarding schools. Conflicts are often inevitable in the work environment that involves many individuals with different backgrounds and views. Therefore, an effective approach to identifying and resolving conflicts is very necessary. One approach that can be applied is to develop a clear and easily accessed conflict and conflict handling system by all members of the boarding school. In addition, mediation and counseling programs are also very important to support the harmonization of employment relations. Mediation can help conflicting parties reach a mutual agreement, while counseling can help individuals overcome personal problems that might affect their performance and work relations. These programs must be implemented by professionals who have expertise in conflict and counseling management.

The role of HR management in Islamic boarding schools is not only limited to administrative aspects but also includes the development of individual potential, improvement of performance, and conflict management. With the right strategy and consistent implementation, Islamic boarding schools can create a harmonious and productive work environment and produce graduates who are not only academically smart but also strong in character and spirituality. Optimizing the potential of human resources, improving the performance of teachers and staff, as well as effective internal conflict management, all of which are interrelated and contribute to the achievement of



the goals of Islamic boarding schools as superior and sustainable Islamic educational institutions.

b. Islamic Principles in Human Resource Management In Islamic Boarding Schools

The application of Islamic principles in human resource management (HR) in Islamic boarding schools is the key to creating a harmonious, productive, and blessed work environment. One of the main principles in Islam that must be applied in HR management is justice and transparency. Justice in this context means providing equal treatment to each individual without discrimination, both in recruitment, promotion, and giving incentives. The recruitment process must be based on relevant competencies and qualifications, not on favourite factors or personal relationships. In addition, promotions must be given to individuals who are indeed feasible and have shown good performance. Incentives must also be given fairly based on the contribution of each individual. To ensure transparency in human resource management, an effective internal audit mechanism is needed. This audit serves to monitor and evaluate the policies and practices of HR management, ensuring that everything goes according to the principles of justice and transparency. With an internal audit, all forms of deviations can be immediately detected and improved, thus creating a more honest and open work environment.

In addition to justice and transparency, the principle of welfare and social responsibility is also an important pillar in human resource management in Islamic boarding schools. The welfare of the teaching, staff, and students must be a top priority. Welfare programs can include various aspects, such as providing health allowances, and decent residential facilities, as well as training and self-development programs. Good welfare will increase individual motivation and performance, which ultimately contributes to the success of Islamic boarding schools. Social responsibility must also be realized through various activities that are beneficial to the surrounding community. Islamic boarding schools can play an active role in social activities, such as helping the underprivileged, holding economic empowerment programs, and participating in maintaining environmental sustainability. Contributions to social activities not only improve the positive image of Islamic boarding schools but also instill social care values in the students and all members of the boarding school.

The principle of ethics and integrity is a moral foundation that must be upheld in HR management in Islamic boarding schools. Enforcement of the work code of ethics based on Islamic values is very important to create an honest, trustworthy, and professional work culture. This code of ethics must include various aspects of work behavior, such as honesty, discipline, responsibility, and respect for others. All members of the boarding school, ranging from leaders to students, must understand and comply with the code of ethics. Ethical and integrity training also needs to be done regularly to strengthen understanding and commitment to these values. This training can include various methods, such as lectures, group discussions, and case studies, all of which aim to increase the awareness and ability of individuals to carry out their duties with high integrity. By upholding ethics and integrity, Islamic boarding schools not only produce academically smart graduates but also have strong morals and are ready to be role models in the community.

The application of Islamic principles in human resource management in Islamic boarding schools is a strategic step to create a quality and integrity educational environment. The principle of justice and transparency ensures that each individual is

treated equally and honestly, to create trust and harmonization at work. The principle of welfare and social responsibility emphasizes the importance of attention to individual welfare and positive contributions to the community, which ultimately improves the quality of life and reputation of Islamic boarding schools. The principle of ethics and integrity builds a strong moral foundation, making every member of the boarding school able to carry out their duties with full responsibility and mandate. By integrating these principles in human resource management, Islamic boarding schools are not only a place of learning but also an institution that educates individuals with strong character, noble character, and ready to make a positive contribution to the wider community.

c. HR Development Strategies In Modern Boarding Schools

Human Resource Development Strategy (HR) in Modern Islamic Boarding Schools plays an important role in ensuring the success of institutions in producing graduates who are not only academically competent but also have noble character. One of the main strategies that can be implemented is recruitment and selection based on Islamic values. The recruitment process must be designed in such a way as to not only assess the technical competencies of candidates but also their commitment to Islamic teachings. This means that prospective teachers and staff must go through a strict selection stage, which includes an assessment of the understanding and practice of Islamic values in daily life. In addition, the selection method must be fair and objective, using standardized assessment tools, and can measure the competencies and integrity of candidates accurately. Thus, Islamic boarding schools can ensure that they recruit individuals who are not only competent but also have a strong commitment to Islamic values.

After the recruitment and selection stage, the next focus is on training and continuous development. The training program must be designed to improve the competencies of teachers and staff continuously. This includes technical training in their respective fields, pedagogical training for teachers, as well as managerial training for administrative staff. This training must be carried out regularly and continuously so that teachers and staff are always up-to-date with the latest developments in their fields. In addition, Islamic boarding schools also need to establish cooperation with leading educational and training institutions. This collaboration can be in the form of internships, seminars, workshops, or special training designed to expand the insights and skills of teachers and staff. By adopting this approach, modern boarding schools can ensure that their human resources are always at the forefront in terms of knowledge and skills.

Career development and promotion are also an integral part of the HR development strategy in Modern Islamic Boarding Schools. Career development systems must be designed clearly and transparently, providing structured paths for teachers and staff to improve their careers. This can include mentorship programs, professional development, and further educational opportunities. Promotion criteria must be based on performance and contribution, with an emphasis on work performance, innovation, and commitment to the mission and vision of the boarding school. A fair and transparent promotion process will increase work motivation because every individual feels that their hard work and contributions are valued and recognized. In addition, with a good career development system, Islamic boarding schools can build a loyal and competent HR base, which is ready to take leadership roles in the future.

HR development strategies in modern boarding schools must cover all aspects of recruitment and selection, training and sustainable development, to career and promotion development. By implementing a recruitment process that considers Islamic values and using fair selection methods, Islamic boarding schools can ensure that they get the right individuals. Through continuing training programs and cooperation with leading educational institutions, Islamic boarding schools can continue to improve their HR competencies and skills. With a clear and transparent career development system, Islamic boarding schools can build a loyal, competent, and ready-to-lead HR base. This holistic approach will not only improve the quality of education in Islamic boarding schools but also create a harmonious and productive work environment, which ultimately contributes to the achievement of the mission and vision of the boarding school as a superior Islamic educational institution.

d. Challenges and Solutions in the Application of Islamic Human Resources Management in Islamic Boarding Schools

The application of Human Resources Management (HR) based on Islamic principles in Islamic boarding schools faces various complex challenges, one of which is the challenges of culture and tradition. Culture and traditions that have long been rooted in Islamic boarding schools are often obstacles to implementing modern human resource management. For example, a strong hierarchical culture and emphasis on senior authority can hamper open communication and active participation of all members. In addition, resistance to change is also a challenge, as most members of Islamic boarding schools may feel comfortable with traditional methods and are hesitant to adopt a new management approach. To overcome this obstacle, an approach takes a tradition to harmonize with the principles of modern management. One way is through dialogue and education that focuses on the importance of innovation while still respecting traditional values. By holding a workshop and training that explains the benefits of modern HR management and how its application can be in harmony with Islamic values, resistance to change can be minimized and organizational culture can develop in a more productive direction.

In addition to cultural and traditional challenges, Islamic boarding schools are also often faced with limited resources, both in terms of quality funds and human resources. Limited funds often hamper the implementation of effective human resource development programs, such as sustainable training and the provision of adequate work facilities. Meanwhile, finding and maintaining quality human resources is also a challenge, given the competition with other educational institutions that might offer compensation and better working conditions. To overcome the problem of limited funds, Islamic boarding schools need to find creative solutions, such as establishing cooperation with non-profit, government, or private sectors to get financial support and additional resources. The use of information technology can also be optimized to hold cheaper and cheaper online training. In addition, to attract and maintain quality human resources, Islamic boarding schools can offer non-financial compensation, such as a conducive work environment, career development opportunities, and welfare based on Islamic values.

Another challenge is adaptation to changes in technology and the demands of the times. In this digital era, technology is developing very quickly, and Islamic boarding schools must be able to adapt to remain relevant and effective. However, the adoption of new technology often faces obstacles, such as a lack of infrastructure, inadequate

technical skills, and resistance to change. To overcome this challenge, Islamic boarding schools need to develop comprehensive adaptation and innovation programs. This can be started with investment in adequate technology infrastructure, such as computers and stable internet connections. In addition, digital skills training for teachers and staff is very important so that they can utilize technology effectively in the learning and administration process. Islamic boarding schools also need to adopt a culture of innovation, where each member is encouraged to think creatively and contribute new ideas that can increase organizational effectiveness and efficiency.

The application of Islamic HR management in Islamic boarding schools requires a holistic and adaptive approach. Cultural and traditional challenges can be overcome by aligning traditional values with the principles of modern management through education and dialogue. Limited resources can be overcome by finding creative and collaborative solutions, as well as utilizing technology for efficiency. Meanwhile, adaptation to technological changes and the demands of the times requires investment in infrastructure and training, as well as a culture of innovation throughout the organization. With the right strategy, Islamic boarding schools can implement human resource management that is not only effective but also follows Islamic values, to be able to produce competent and noble graduates and become highly competitive institutions during changing times.

## 5. Conclusion

The application of Human Resources Management (HR) based on Islamic principles in Modern Islamic Boarding Schools is an essential strategic step to improve the quality of education and welfare of all its members. Effective HR management can be achieved through various strategies, ranging from recruitment and selection based on Islamic values, training, and sustainable development, to transparent career development. In the process, Islamic boarding schools must be able to harmonize tradition with the principles of modern management, as well as overcome various challenges that arise, such as limited resources and adaptation to technological change. The application of the principles of justice, transparency, well-being, social responsibility, ethics, and integrity in human resource management in Islamic boarding schools not only improves individual and organizational performance but also builds a harmonious and productive work environment. By adopting a holistic and adaptive approach, Islamic boarding schools can continue to grow and produce competent graduates, who have noble characters and are ready to contribute positively to society. The implementation of HR management based on Islamic principles will be a strong foundation for Islamic boarding schools in facing the challenges of the times and achieving its vision as a superior and sustainable Islamic educational institution.

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