

MANAGEMENT OF HUMAN RESOURCES IN IMPROVING THE QUALITY OF THE FLAGSHIP LANGUAGE PROGRAM AT NURUL JADID HIGH SCHOOL, PAITON DISTRICT, PROBOLINGGO REGENCY

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ABSTRACT

Human resource planning (HR) is the first and strategic step in supporting the quality of the language excellence program at Nurul Jadid High School. This process involves analyzing human resources needs by identifying the number, type, and competencies needed to support the program. The main focus of this study is to ensure the existence of educators who have adequate language skills (Arabic, English, and Mandarin) and superior pedagogical skills. Human resource placement is an important stage in workforce management, especially in flagship programs such as the Language Program at Nurul Jadid High School. The evaluation of work values aims to assess the effectiveness and efficiency of educators in supporting language excellence programs. Structured assessment can provide valuable feedback for improvement.

Keywords: Human Resource Management, Language Program, Nurul.

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INTRODUCTION

Human Resource Management is an activity aimed at developing human resources, which includes human resource planning, implementation, recruitment, training, employee career development, and organizational development initiatives within an organization or company. Human Resource Management activities have been ingrained for a long time and cannot be separated from human life (Zulkifli, 2017). Therefore, along with the development of organizational life in various sectors, including the social, governmental, economic, and especially in the Education sector, a specific unit management method is utilized to manage human resources.

In the Education sector, human resource management plays a crucial role. This can be evidenced by the organization's ability to align the educational workforce needs with the institution's vision and mission, including performance, motivation, job satisfaction, and productivity. If these are not met, it can disrupt the continuity of the institution (Sadiman, 2009). Furthermore, the benefits of resource management are to provide optimal performance and anticipate challenges that may arise in the future. Human resource management plays a crucial role in the sustainability of an institution going forward. One of the keys to success in managing human resources in an educational institution is the presence of good or competent human resources (Hisbuan et al., 2023).

Human resource management has many definitions, according to experts. According to Hasibuan, human resource management is the art and science of organizing the relationships

and roles of employees to help the company, employees, and society achieve their goals. According to Dessler, human resource management is the study of the needs and training of employees to meet aspects of human resources such as management positions, employee recruitment and procurement, screening, training, compensation, and performance evaluation. (Syukur, 2015). Based on this definition, it can be concluded that human resource management is the study of regulated human labor issues. In the current digital era, human resource management (HRM) is becoming increasingly important for enhancing organizational performance. Organizations must adopt innovative and responsive approaches amidst the constantly changing educational environment, marked by technological advancements, globalization, and ongoing demands and challenges. (Manulang, 2015)

Human resources now are more than just administrative parts; they have become drivers responsible for achieving organizational or educational institution goals (Azhara Putri et al., 2024). To address issues in human resource management, such as demographic changes, skill shortages, and intense competition in recruiting and retaining top talent, a more proactive and comprehensive approach is necessary. In effective human resource management, it is not only operational matters that are relevant, but also strategic foundations that can govern human resource needs. (Zulkifli, 2017).

In several aspects, the researcher has two main research questions that are the focus of this study. To begin, how can human resource planning strategies improve the performance of staff at SMA Nurul Jadid? This research will concentrate on matters such as analyzing HR needs, employee development, meeting employee requirements, workforce diversification, implementing the latest technology, and monitoring and evaluating performance. By understanding these aspects, it is hoped that the desire to enhance the productivity of SMA Nurul Jadid's educational institution will increase.

METHOD

This research employs a qualitative approach. According to Bogdan and Taylor, qualitative research is a research procedure that seeks descriptive data from individuals and their behavior. They argue that this method focuses on the background and the individual as a whole (Handoko, 2001). Therefore, a group or individual should not be classified as a variable or hypothesis in this case; instead, they should be considered as a whole. Based on the description above, this research is conducted using qualitative methods to ensure that the collected data is truly natural and comprehensive, consistent with the data collected in the field. Since there are no controlled variables or elements, this data is not generated through engineering or manipulation. (Gunawan, 2013).

RESULTS AND DISCUSSION

Human Resource Management is a Flagship Program.

The word "management" comes from the English language, specifically "Management," which means leadership or administration. Management itself is the science and art of organizing the utilization of human resources and other resources effectively to achieve specific goals. (Gustinaningsih & Safwandy Nugraha, 2023). The word "management" comes from the English language, specifically "Management," which means leadership or administration. Management itself is the science and art of organizing the utilization of human resources and other resources effectively to achieve specific goals. (Arbangi, 2018).

The main focus is to ensure the presence of educators who have adequate language skills (Arabic, English, and Mandarin) as well as excellent pedagogical abilities. SMA Nurul Jadid is an educational institution that emphasizes the formation of intelligent, religious, and globally competitive generations. (Qodriyah et al., 2021). The Language Excellence Program at this high school is designed to enhance students' competence in foreign languages (such as English,

Arabic, or others) through an integrated approach that involves strategic human resource management. The human resource management in the Language Excellence Program at SMA Nurul Jadid aims to optimize the performance of teachers, staff, and students for the achievement of success. (Qodriyah et al., 2021). Program Manajemen Sdm Program Unggulan Bahasa Di Sma Nurul Jadid In this case, SMA Nurul Jadid has various solutive steps that can be taken, including:

1. HR Recruitment and Selection
 - a. Teacher Criteria: Nurul Jadid High School recruits language teachers who have high qualifications, such as a bachelor's degree in language education (S.Pd), teaching experience, and language certification (TOEFL, IELTS, or relevant).
 - b. Competency Test: The selection process involves language proficiency tests, teaching skills, and in-depth interviews to assess their commitment to religious and cultural-based education.
 - c. Support Staff Recruitment: In addition to teachers, language and administrative laboratory staff who support activities are also recruited based on technical skills.
2. Training and Competency Development
 - a. Continuous Training: Teachers are trained in modern learning methods, such as CLIL (Content and Language Integrated Learning) and application-based learning technologies.
 - b. Foreign Language Workshops: Involve native speakers or linguists in intensive training to improve teachers' abilities.
 - c. Comparative Studies: Sending teachers to other educational institutions or conferences to learn best practices in language learning.
3. Teacher and Student Performance Management
 - a. Periodic Evaluation: Teachers are evaluated based on student learning outcomes, teaching method innovations, and their participation in extracurricular activities such as debates or language speeches.
 - b. Reward System: Rewarding outstanding teachers in the form of incentives, formal awards, or opportunities to continue their education.
 - c. Student Monitoring: Conduct regular assessments of students' abilities through TOEFL-like tests, debate competitions, or language presentations.
4. Development of Language Excellence Programs
 - a. Language Laboratory: Nurul Jadid High School provides language laboratory facilities with modern audio-visual equipment.
 - b. Intensive Language Activities: Programs such as Language Day, language camps, or project-based learning are implemented to improve practical skills.
 - c. Featured Extracurriculars: Language debate, journalism, or foreign language-based public speaking training.
5. HR Motivation and Retention
 - a. Work Facilities: Provide a supportive work environment, such as a comfortable teacher space and access to technology.
 - b. Financial and Non-Financial Incentives: Provides bonuses, scholarships, or awards for teachers' dedication to outstanding programs.
 - c. Professional Community: Forming regular discussion groups between teachers to share the best learning methods.
6. Collaboration and Partnership
 - a. Global Partnerships: Nurul Jadid High School collaborates with international institutions, such as language course institutions, universities, or student exchange programs.

Placement of Human Resources in Language Excellence Programs.

The placement of human resources is carried out by paying attention to the compatibility between the expertise of teaching staff and the needs of language excellence programs. Teachers must be placed according to the language specialization they have mastered so that learning is more effective and in-depth. Human resource placement is an important stage in workforce management, especially in flagship programs such as the Language Program at Nurul Jadid High School. This process aims to ensure that teachers and staff are placed in positions that match their expertise, to support the program's goal of producing graduates who excel in foreign language proficiency (Qodriyah et al., 2021). For the language flagship program to make maximum placement, the institution has thought of solutions that can be implemented, namely:

- a. Matching Competencies to Needs: Using competency analysis to ensure each faculty member is placed in the appropriate position.
- b. Rotation and Redistribution: Conduct regular teacher rotations to enrich their experience and prevent burnout.
- c. Teaching Support Team: Forming a support team consisting of seniors or alumni of the flagship program to assist new teachers.

In this case, Nurul Jadid High School placed human resources for the Language Excellence Program by emphasizing the compatibility between teacher competence and program needs. Teachers are assigned according to language specializations and abilities, which supports more effective and in-depth learning. Regular evaluation and adjustment ensure that each teaching staff can make an optimal contribution, making the language flagship program more quality and competitive (Hamriani, 2014).

Human Resource Development

Human resource development is a key element in improving the competence of educators so that they can face the demands of language excellence programs that continue to develop. Human resource development at Nurul Jadid High School is carried out through training, certification, comparative studies, and strengthening technological competence. With a targeted strategy and support from various parties, this development aims to create professional, adaptive, and superior educators in supporting the school's vision as an outstanding and competitive educational institution, the solution development steps taken by the institution are:

- a. Continuing Training Program: Provides periodic training on language learning methodologies, technology integration, and classroom management.
- b. Professional Certification: Supports teachers to take international certifications in foreign languages such as TOEFL, IELTS, or HSK.
- c. Teacher Exchange: Establishing cooperation with international educational institutions for teacher exchange programs.
- d. Mentorship Program: Engaging senior teachers as mentors for new teachers to share experiences and effective teaching techniques

Human Resource Evaluation

The evaluation of work values aims to assess the effectiveness and efficiency of educators in supporting language excellence programs. Structured evaluations can provide valuable feedback for improvement. Nurul Jadid High School understands that the quality of education is highly dependent on the quality of its teaching staff and support staff. Therefore, human resource development is the main focus to ensure that all educators and staff have competence, professionalism, and the spirit of innovation in supporting the school's vision. This

development is directed at increasing expertise, both in the academic and non-academic fields. Actionable evaluation solutions:

- a. Use of KPIs (Key Performance Indicators): Develop key performance indicators that include student learning outcomes, learning innovations, and teacher participation levels in training.
- b. 360-Degree Feedback: Engage students, colleagues, and school leaders in the evaluation process to obtain a thorough assessment.
- c. Monitoring and Supervision: Conduct regular supervision to ensure teaching methods are by program standards.

CONCLUSION

Effective and sustainable human resource management is very important to support the quality of the language excellence program at Nurul Jadid High School. By implementing strategic planning, selective procurement, appropriate placement, continuous development, adequate compensation, and objective evaluation, institutions can ensure that educators are not only competent but also motivated to achieve educational goals.

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