



Basic Concepts of Human Resource Management Madani Islamic School Payakumbuh

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Abstract. The purpose of writing this article is to find out about the basic concepts of HR management and their practice at Madani Islamic School Payakumbuh. Human resources (HR) have a significant role in every activity in educational institutions. Human Resources must managed according to its function so that human resources can play a role in accordance with their duties and functions. Management of human resources is a very important aspect in the educational process. Therefore, functions in human resource management must be carried out in a professional manner so that HRM practices can be optimal . The method used is qualitative research on the concept of HR Management which is described in several ways. As for some of the main issues that will be discussed in this paper, namely regarding the understanding of HRM, basic concepts and the practice of HRM Madani Islamic School Payakumbuh, and HR Management functions linked to education in schools.

Keywords: Basic concept MSDM , Madani Islamic School, HRM Practice

A. Introduction

Organizations must place reliable human resources as assets, so that organizations can live long and sustainably, Ulrich, et al (2001). Human resources have a role for the organization which can be seen from the results of work productivity and also the quality of work obtained. According to Schuler , et al in (Sutrisno , 2014), one of the goals of human resource management is to increase productivity, improve the quality of work and life .

Human element very important and needed (Hasibuan, 2017). Human resources are workers, employees, employees, or people who do or have jobs (Ulfatin & Triwiyanto, 2016; Akilah & Rahman, 2020). In this study, human resources were educators and employees of the Madani Islamic School in Payakumbuh. Organizations will inevitably face various resource problems human resources are complex, therefore it is necessary to have management regarding human resource management. In its implementation, human resource management carries out activities that can support the achievement of the goals of an organization (Greece, 2013).

Furthermore, management practice is the daily operational management of human resources. The HR management process involves everyone and requires practices and policies that can be used by the organization. Ivancevich (1995) emphasizes that HRM practices play a large role in solving HRM problems and in developing solutions . HR Management has has long been believed to be a key word in modern organizational success stories, but in practice it is still far from what is expected. To solve this problem can be done by strengthening HR management practices so that the desired results can be achieved.

As for this research analyze basic concepts of human resource management and practice at Madani Islamic School Payakumbuh , Gaining direct experience of conducting HR research at Madani Islamic School Payakumbuh City and knowing the practice of HR management at Madani Islamic School Payakumbuh City which is formulated in the form of explaining how the concept of Madan HR management i Islamic School in Payakumbuh City , how is the practice of Madan HR management i Islamic School in Payakumbuh City .

Literature Review

Basic Concepts of HR Management

According to Sutrisno (2009: 6) HRM is a series of planning, procurement, development, maintenance and use of human resources to achieve goals both individually and organizationally. A similar view from Sunyoto (2012: 3) states that HR management is the management and utilization of HR so that it can increase its contribution to employees, managers and organizations by anticipating problems that will arise. Furthermore, Anthony, Kacmar and Perrew (2002) provide an understanding of HRM as various tasks related to efforts to own, train, develop, motivate, organize, and maintain employees. Based on the expert's thoughts, the researcher concluded that HRM is one of the departments in an organization that simply has the authority to manage existing human resources to achieve organizational goals.

Furthermore, according to Nickson (2007) in defining HR management practices as efforts made to manage HR in order to achieve organizational goals. Meanwhile Daft (2003) argues that HRM refers to the design and application of formal systems within an organization to ensure the efficient and effective use of HR talent to achieve organizational goals. This includes activities carried out to attract, develop and maintain an effective workforce.

In more detail, Dessler (2009) defines HR management practices as processes aimed at obtaining, training, appraising, compensating employees, paying attention to their work relationships, health and safety and justice issues. Meanwhile Noe, et al (2013) argue that HR management practices refer to policies, practices, and systems that influence employee behavior, attitudes and performance. Then Martoyo (20 00) stated that HR management practices are basically all actions or steps taken to provide and maintain the right number and quality of human resources for the organization so that management goals are achieved properly and precisely.

According to Biantoro (2002) the practice of human resource management defined as daily activities that are applied in every company to manage human activities in the company. Meanwhile, Figueiredo, et al (2016) concluded HR management practices as a set of policies, practices and systems that influence the behavior, attitudes and performance of organizational members, to increase employee competitiveness and learning capacity, to create a culture of learning among employees(Allan D.S.S, 2021). Horwitz, et al (2003) stated that HR management practices represent a series of organizational activities aimed at attracting, developing, motivating and retaining employees . Meanwhile Gope, et al (2018) concluded HR management practices which ensure employees as an effective resource for achieve organizational goals.

Based on the opinion of the experts above, the researcher concludes that HR management practices are activities that are applied repeatedly by companies and systems

that influence the behavior, motivation, performance and ability of employees to survive to achieve organizational goals. According to Noe, et al (2013) , HRM functions that most influence the attitude, behavior and performance of employees include (Indrawan & Nugraha, 2020):

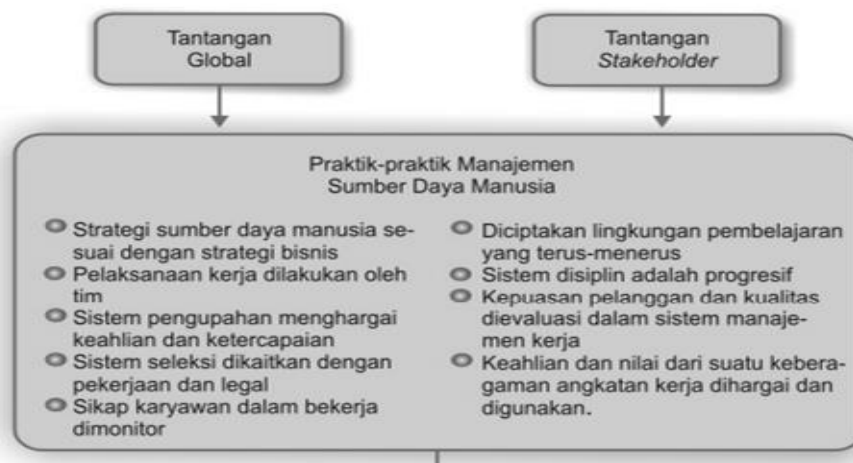
1. The activity of analyzing and designing work
2. Determining HR needs (HR planning)
3. Attract potential employees (recruiting)
4. Selecting employees (selection)
5. Teaching employees about doing their jobs now and preparing them for the future (training and development)
6. Give rewards to employees (compensation)
7. Manage and evaluate employee performance, and create a positive work environment (employee relations).

In contrast to Noe, according to Martoyo (2000) emphasized that the functions of human resource management consist of 12 (twelve) core points including the following :

1. Human resource planning (Human Resources Planning)
2. Withdrawal of employees (Recruitment)
3. Selection (Selection)
4. Orientation (Orientation)
5. Placement _
6. Education and Training (Education and Training)
7. Development
8. Performance Assessment (Appraisal of Performance)
9. Compensation Process (Compensation)
10. Providing incentives according to employee services in the organization
11. Work relationship
12. Final Determination

Based on the HR management function above, it can be said that human resource management plays an important role in determining the success of an organization in facing internal and external challenges. HR management practices are investments that directly impact the ability of employees to provide services to customers. Figure 1 is an example of HR management practices that assist organizations in facing internal and external challenges (Dewi, 2015).

Figure 1: Examples of HR Management Practices that Assist Organizations in Facing Competitive Challenges. Source: Noe, *et.al* (2000)



HR management practices that can help organizations face the above competitive challenges can be grouped into four dimensions, namely, the HR environment, efforts to acquire and prepare HR, assess and develop human resources, and compensate human resources with the aim of increasing employees' competitive abilities.

RESEARCH METHODS

Method is a method or technique used in the research process. While research is an effort in the field of science that is carried out to obtain facts and principles patiently, carefully and systematically to realize the truth. So the research method is the method/technique used in conducting research which includes procedures and techniques.

This type of research is descriptive qualitative research, namely data collected in the form of words, pictures, not numbers (Dewi, 2015). According to Moleong (2002), qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior (Yuharniza & Supriadi, 2023). Meanwhile descriptive research is a form of research aimed at describing or describing existing phenomena, both scientific phenomena and human engineering.

In accordance with the explanation above, this research was conducted to describe matters relating to the practice of HR management at Madan i Islamic School in Payakumbuh City. In order to fulfill the research assignment for the Islamic Education Human Resources course, researchers conducted research at Madan i Islamic School in Payakumbuh City, to obtain information about human resource management practices at Madan i Islamic School in Payakumbuh City. This research was conducted on 15 02 May 2023 to 30 May 2023.

The data collection technique or method in this study is the observation method. The observation method is a systematic observation and recording of the symptoms that appear on the object of research. This technique is used to obtain data relating to the general situation of human resources at Madan i Islamic School in Payakumbuh City which includes geographical location, school atmosphere and the number of human resources (educators and employees). The interview method is an oral question and answer process, two or more people face to face physically one can see the other's face and hear his voice with his own

ear. In this case the researcher used the direct interview method with the director of Madan i Islamic School in Payakumbuh City .

DATA DESCRIPTION AND DATA ANALYSIS

DATA DESCRIPTION

1. General description of Madan i Islamic School in Payakumbuh City

School Name : Madan i Islamic School in Payakumbuh City
Foundation Name : Payakumbuh Pen Line Foundation
Accreditation Level : Accredited A
Year Established : 2014
Principal : Wahid Nova Putra, S.Pdi

2. Research sites

School Address : Jln.Rafflesia, Koto Tengah
District : West Payakumbuh
Regency : Payakumbuh

3. Vision and Mission Madan i Islamic School in the City of Payakumbuh

a) Vision Madan i Islamic School in the City of Payakumbuh

Becoming a Talent School, with Qur'anic Character, Inclusion and Based on Genetic Fitrah

b) Mission Madan i Islamic School Payakumbuh City

- 1) Encouraging the creation of exemplary behavior for students at home and at school as exemplified by the Prophet Muhammad and his friends
- 2) Encourage and facilitate students to become creative and independent learners
- 3) Facilitating the creation of a family and environment that is conducive to the development of students' reason and piety
- 4) Establish and develop cooperation with related parties to advance the quality of education at Madani Islamic School
- 5) Encouraging and facilitating students to have a safe faith, true worship, noble character, an intelligent mind and a healthy and strong body.

4. Number of Employees

Number of Educators : 95 people

Number of Employees : 20 people

The vision and mission of the Madan i Islamic School in Payakumbuh City are in line with the opinion of Sesmiarni, Z (2015) who explains that the essence of education is the process of humanizing human children, namely realizing that human beings are independent. An independent human being is a creative human being manifested in his culture. Humans are raised in their cultural habitat, they live in their culture and they create or construct their own culture. Human means cultured. Furthermore Sesmiarni, Z (2015) states that education ideally changes human behavior from bad things to better, not the other way around.

B. The concept of Human Resource Management at Madan i Islamic School Payakumbuh City

Madan i Islamic School Payakumbuh City under the auspices of the director Gina Erwita, S.Pd who is in control of human resource management which the author is currently researching. Madan i Islamic School in Payakumbuh City has 70 permanent teachers and 25 contract teachers and 20 employees. Of all educators consisting of people who have qualifications, the majority are undergraduates and are pursuing undergraduate and postgraduate programs.

In planning and recruiting new teachers or employees, the Madan i Islamic School in Payakumbuh City plans to open opportunities for educators to submit applications twice a year, at the beginning of the year and in the middle of the year. In recruiting, Madan i Islamic School in Payakumbuh City has requirements that must be met by applicants.

After the recruitment is carried out, a selection will be held where the files owned by the applicants will be seen consisting of the applicant's biodata, in the form of online and offline applications . Madan i Islamic School in Payakumbuh City also looks at the competencies possessed by applicants in terms of diplomas and grade transcripts. Prospective teachers and employees will be selected who best fit the criteria determined by Madan i Islamic School in Payakumbuh City . Applicants selected are prioritized for people who have a diploma that fits the needs of Madan i Islamic School in Payakumbuh City . After the selected applicants are marked by passing the administrative selection, they will then be called upon to conduct an interview test with the Madan i Islamic School HR section in Payakumbuh City .

For educators at the Madan i Islamic School in the City of Payakumbuh , the foundation organizes human resource development. Teacher Academy is a training held by the foundation for educators and new employees. This training is held periodically and in stages to provide information and an overview of Madan i Islamic School in Payakumbuh City , one of which is civility material.

In addition, Madan i Islamic School in Payakumbuh City conducts performance evaluations by holding competency tests on students which aims to find out how much students are capable of mastering the lessons given by educators. Thus, with this competency test, it can also be seen how much the teacher's ability to convey teaching materials to their students. Then a follow-up will be held on the results of the evaluation by carrying out repairs and development and improvement of teacher performance.

For teachers and employees at the Madan i Islamic School in Payakumbuh City , compensation is also given according to the position held by each teacher and employee.

Payment of salaries is carried out through Bank Syariah Indonesia Payakumbuh for permanent and contract employees and cash for employees and teachers who are still in the training stage . The training period is set for 4 months from the start of work.

Payakumbuh Islamic School always tries to equate perceptions regarding vision and mission so that there are no disputes between teachers and employees. Madan i Islamic School Payakumbuh City establishes communication between workers so that cooperation and a positive and healthy environment can be created. Madan i Islamic School Payakumbuh City will terminate teachers and employees who are not disciplined, who apply elsewhere and who violate the rules of Madan i Islamic School in Payakumbuh City

C. Data analysis

In the practice of human resource management Madan i Islamic School in Payakumbuh carry out the following stages:

a) Planning

Planning (planning) is an early stage process in an organization related to the needs of the organization in helping the realization of goals. Without careful planning an activity will not be carried out in accordance with the desired aims and objectives. In the planning must pay attention to all the things that are needed, such as data collection, recording and analyzing data, and formulating decisions. Before the process of procuring employees and teachers, Madan i Islamic School in Payakumbuh City conducted a needs analysis of employee needs, whether new employees were needed at that time or not. Then a job analysis is carried out to find out which parts of the job require new employees.

b) Recruitment

Organizing (organizing) is an activity to organize all employees by setting the division of labor, work relationships to achieve goals. In recruiting teachers and new employees at Madan i Islamic School in Payakumbuh City, the criteria that must be met by applicants include the following:

1. Have pedagogic competence
2. Have personality competence
3. Have social competence
4. Have professional competence

c) Selection

New workforce selection is the process of finding the right employees who will fill vacant jobs. In this selection, it is also considered whether the competencies possessed by the applicants are in accordance with the needs of the Islamic Madan Islamic School in Payakumbuh City . The procedures and procedures for hiring teachers and employees at Madan I Islamic School in Payakumbuh City are as follows:

a. General Qualification

- 1) Muslims and Muslim women who are committed to practicing the Qur'an & Sunnah
- 2) Physically and mentally healthy
- 3) Fluent in reading the Qur'an
- 4) Do not smoke

5) Ready to work with the team

b. Condition

- 1) Application letter
- 2) Diploma or graduation certificate
- 3) Transcript of grades/diploma
- 4) ID card
- 5) Curriculum Vitae (CV)
- 6) Photos 3x4, 4x6
- 7) Other supporting awards/certificates

After the selection was held and the administrative pass was declared, an interview was called by telephone or via WhatsApp to carry out psychological tests and interviews.

d) Training and development

Training is an activity carried out with the aim of obtaining an expertise on a matter to improve employee performance. Furthermore, development is a process towards better things in order to achieve better quality and quality as well. The Director of Madan i Islamic School in Payakumbuh City also always hopes for educators and employees to improve teacher competence, quality, methods and innovation in the teaching and learning process. This is done with the aim of improving student learning outcomes, because with the increase in the quality of educators, the quality of students will also increase. The way to improve the quality of educators and employees is to always try to hold training attended by internal and external sources. In fact, Madan i Islamic School in Kota Payakumbuh often uses national level sources.

e) Performance evaluation

Performance evaluation is an activity carried out by the organization after carrying out the activity. Performance evaluation is carried out with the aim of knowing whether the activity is running according to the goals and plans. Madan i Islamic School in Payakumbuh City carries out a performance evaluation by holding student competency tests with the aim of knowing the level of success of teaching and learning activities. Thus, it can be seen how much the ability of an educator in carrying out their duties. Once the results are known, follow-up can be carried out on the results of the evaluation on matters that must be corrected and those that must be developed and improved. So, in the next learning process it is hoped that the same mistakes will not occur. the development and improvement of learning methods carried out by educators on students can improve student learning outcomes.

f) Compensation

Compensation is the provision of direct and indirect compensation, money or goods to employees as compensation for services rendered to the organization. The principle of compensation is fair and appropriate in accordance with the responsibilities and achievements given by employees to the organization. Madan i Islamic School in Payakumbuh City provides compensation to employees and teachers at the school according to their roles, responsibilities, competencies and expertise. The positions held by each employee and teacher are of course different according to the reasons that have been described by the researcher.

g) Integration

Integration (integration) is an activity to unite the interests of the company and the needs of employees, in order to create harmonious and mutually beneficial cooperation. In the process of integrating Madan i Islamic School in Payakumbuh City , we unify the vision and mission so that there will be harmony between existing human resources at Madan i Islamic School in Payakumbuh City and there is less possibility of disputes between these HRs.

h) Maintenance

Maintenance (maintenance) is an activity to maintain or improve the physical, mental, and loyalty of employees, so that they continue to work together until retirement . At this stage Madan i Islamic School in Payakumbuh City establishes good communication between human resources. So as to create a good relationship and can work together and comfortable.

i) Termination

Termination (separation) is the termination of a person's employment relationship from a company . According to Law no. 13 of 2003 explains that dismissal or termination of employment is termination of employment for a certain reason which results in the end of rights and obligations between workers and employers. Madan i Islamic School in Payakumbuh City carries out dismissal or termination of employment if employees or teachers violate the rules and norms of Madan i Islamic School in Payakumbuh City .

A. CONCLUSION

Based on research conducted on May 2, 2023 to May 30, 2023, it can be concluded that the implementation of HR management at Madan i Islamic School in Payakumbuh City has gone through a process similar to the HRM functions described in the literature review, namely: planning, recruitment, selection, training and development, performance evaluation, compensation, integration, maintenance, and termination. This is carried out in accordance with procedures and regulations determined by the government. Madan i Islamic School in Payakumbuh City procures new employees and teachers after planning by making a needs analysis in advance what parts need new employees and teachers. Then recruitment is carried out, conducting a series of selection and dismissal of employees and teachers if there is a violation of the Madan i Islamic School regulations in Payakumbuh City

B. Suggestion

Researchers provide advice to Madan i Islamic School in Payakumbuh City to be more professional in managing HR management so that a mutually beneficial relationship occurs so that employee turnover can be handled properly and employee retention can be increased.

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