

IMPLEMENTATION OF ISLAMIC-BASED HUMAN RESOURCE MANAGEMENT: An Analysis of Islamic Education Institutions in Thailand

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Abstract: This research aims to analyze the implementation of human resource management at Darul Muhmin School Satun Thailand, focusing on its implementation, supporting and inhibiting factors. This school was chosen as the research location because it has implemented Islamic principles in the implementation of human resource management. The approach used in this research uses a qualitative analysis method based on phenomenological studies. The research informants were the principal and teachers. Data collection used observation, interview and documentation study techniques. The results showed that the implementation of human resource management at Darul Muhmin Satun Thailand school is based on Islamic principles, such as all teachers and employees are required to take part in Al-Quran learning every Thursday to improve their teaching skills, teaching training before the school year opens, and evaluations attended by all educators to reassess whether the program and all efforts have run properly or as expected. Supporting factors are that this institution has recruitment standards as well as training for the development of educators and regular evaluations so that the desired goals or results can be achieved. While the obstacles are facilities that do not meet international standards.

Keywords: Human Resources, Islamic Education, Islamic Principles

Abstrak: Penelitian ini bertujuan menganalisis penerapan manajemen sumber daya manusia berbasis keislaman di sekolah Darul Muhmin School Satun Thailand, fokus kajian tentang implementasi, faktor pendukung dan penghambatnya. Alasan memilih lokasi penelitian karena telah menerapkan asas keislaman dalam implementasi manajemen sumber daya manusia. Metode penelitian yang digunakan adalah analisis kualitatif berbasis studi pefomenologi. Informan penelitian yakni kepala sekolah dan guru. Pengumpulan data menggunakan teknik observasi, wawancara dan studi dokumentasi. Hasil penelitian menunjukkan bahwa penerapan pengelolaan sumber daya manusia di sekolah Darul Muhmin Satun Thailand berdasarkan pada asas-asas keislaman, seperti seluruh guru dan karyawan wajib mengikuti pembelajaran Al-Quran setiap hari kamis guna meningkatkan kemampuan mengajar dengan baik, pelatihan mengajar sebelum tahun ajaran dibuka, serta evaluasi yang diikuti oleh seluruh tenaga pendidik untuk menilai kembali apakah program dan seluruh upaya telah berjalan sebagaimana mestinya atau sesuai dengan yang diharapkan. Faktor pendukung ialah lembaga ini memiliki standar rekrutmen serta pelatihan untuk pengembangan tenaga pendidik dan evaluasi secara berkala agar tujuan atau hasil yang diinginkan dapat tercapai. Sementara hambatannya adalah fasilitas yang belum memenuhi standar internasional.

Kata Kunci: Sumber Daya Manusia, Pendidikan Islam, Asas Keislaman

INTRODUCTION

Human resource management is a set of strategies, directions, organizational structure arrangements, and monitoring activities aimed at improving, developing, integrating, caring for, and releasing human resources. (Effendi, 2021; Rahayu, 2023). This is done to achieve various goals at the individual, institutional, group, and community levels. (Mubarok, 2021; Oktayani, 2016). Human resource management involves the process of selection, development, utilization, and retention of human resources, carried out by an institution with the aim of achieving the achievement of individual and organizational goals. (Yusneli, 2023).

Human resource management is closely related to the development of individuals within an organization, aiming for each person to contribute or play a role that advances the achievement of the organization's goals. This principle also applies to the school environment as an institution with goals reflected in its vision, mission and educational objectives. (Purnama, 2016). Although adequate facilities and infrastructure provide support, the smooth operation of an organization or company still depends on the quality of human resources. This shows that good management and management of human resources is the main key in ensuring the successful implementation of organizational or corporate activities. (Makkulasse & Sari, 2018).

Human resource management is the planning, organizing, directing, and

controlling of activities related to the procurement, development, compensation, maintenance, and termination of employee relations. (Dacholfany, 2017; Tahir, 2017; Zain, 2013). Human resource management is one of the important management functions in an organization. In Islam, human resource management also has an important role. Islam views humans as noble creatures and have great potential. Therefore, human resource management in Islam must be oriented towards the optimal development of human potential, both in terms of spiritual and material. (Junaidi et al., 2023). Islamic-based human resource management can be defined as the management of human resource management that refers to Islamic values and principles. Islamic values that can be applied in human resource management include: (1) Justice, human resource management must be managed fairly and equitably, regardless of differences in religion, ethnicity, race, gender, or social background, (2) humanity, human resource management must be oriented towards the optimal development of human potential, both in terms of spiritual and material, (3) sincerity, human resource management must be carried out sincerely and seriously, without expecting anything in return, (4) cooperation, human resource management must be carried out with cooperation and mutual assistance, both between employees and between employees and management.

Human resource management has a very significant role when considered in the context of improving the quality of

education. This is due to the ability of organizations and educational institutions to grow and improve for the better when supported by a competent workforce. (Shah & Hayati, 2022). Therefore, educational institutions or agencies that want to achieve development should manage their human resources well, maintain their quality, and organize them optimally to create superior education. (Hayati & Sari, 2019). Improving the quality of human resources is an important aspect of organizing an institution, as a first step to realizing aspirations to achieve specific goals. (Hayati & Al Muddatstsir, 2019).

The success of the education system in schools depends primarily on the skills of school principals and foundation heads in managing human resources in the school environment. Therefore, to achieve increased productivity and optimal performance, it is necessary to apply management concepts and techniques that can increase the potential of human resources in education. The importance of the role of the head of the foundation in providing mentoring cannot be ignored. Mentoring here is defined as an advising activity, where good conditions are created for mentors and mentees to collaborate in solving problems interactively. According to Isra Hayati, mentoring must be able to generate self-confidence and increase enthusiasm, as well as provide motivation so that the adjustment process can be carried out easily by both parties, both the mentor and the person receiving the assistance. (Hayati et al., 2022).

The implementation of human resource management is well implemented at Darul Muhmin School, Satun Thailand, as evidenced by the existence of human resource management management standards and the Islamic distinctiveness in the implementation of this management. In the initial documentation study that researchers conducted on their education quality standards document, it was clearly stated that human resource management standards include human resource planning, recruitment, training, performance evaluation, compensation, performance management, conflict management, employee welfare, team leadership, and legal compliance. The goal is to create an effective work environment, ensure employee satisfaction, and fulfill laws and company policies. The adoption of this standard helps organizations achieve goals and improve human resource performance. The Islamic distinctiveness in question is manifested in the application of Islamic values, such as ethics, the principle of justice, the principle of ta'awun, the principle of deliberation, and is oriented towards obedience and piety.

Darul Muhmin School in Satun, Thailand, has certainly implemented human resource management well. However, in its implementation, it is inevitable that there will be problems, both from internal and external factors. Although external problems are not always the dominant influencing factor, sometimes internal problems are more significantly influential. Therefore, research on Islamic-based

human resource management is considered relevant to conduct. This study aims to analyze the implementation of Islamic-based human resource management, its supporting factors, and inhibiting factors.

The review of previous studies related to one of them is research conducted by Hidayatus Sholihah with a focus on the implementation of human resource management in Madrasah Aliyah where the results of the study focus on discussing the process of recruitment, sorting and assignment, training and development, performance evaluation, remuneration, health insurance and the effectiveness of human resource management. (Sholihah, 2018). Then Miftahul Huda's research, with the focus of the study on the implementation of human resource management to improve the quality of education, where the results focus on discussing the figure of the madrasah head as a leader, determinant of policy direction, motivator, reward, punishment. (Huda & Erihadiana, 2021). Then research on human resource management in boarding schools (Fauzi, 2017; Haromain, 2014; Miranti, 2023; MUIZ, 2008; Syafii, 2019), with various focuses of study such as the central role of cottage leaders, human resource management models, and also the problems faced by the pesantren.

In contrast to this research, which is focused on human resources, especially teachers at Darul Muhmin School Satun Thailand. In contrast to previous studies related to the management of human resource implementation in educational

institutions, because Darul Muhmin is an Islamic-based school in a country where the majority of the population is Buddhist, of course there are challenges and obstacles.

Research on the implementation of Islamic-based human resource management makes a positive contribution to both managers and teachers, in detail contributing to the existence of, employee empowerment, work balance, humanist approaches, Islamic-based education, fair leadership, and empowerment of the school community. This research will also provide practical guidance for creating a work environment in accordance with Islamic principles, supporting employee development and strengthening school community ties.

METHOD

This research uses a qualitative method, based on phenomenological studies. The phenomenological approach is a research method that focuses on an in-depth understanding of an individual's subjective experience of a phenomenon or event, without including judgment or interpretation from the researcher. This approach emphasizes direct description and understanding of how people experience and give meaning to a reality. The selection of this study is based on the belief that Islamic-based management of human resource management in Thai educational institutions is a new trend or phenomenon, because Thailand usually has a Buddhist-based educational institutional model, because the majority of the population is Buddhist. Of course, it

will be interesting and have a strong excitement, especially on the Islamic side. This research was conducted at Darul Muhmin Satun School in Thailand, the reason for choosing the research location is because it has implemented Islamic principles in the implementation of human resource management.

The research data sources consist of two, namely primary data sources and secondary data sources, primary data sources are research informants, namely principals and teachers, while secondary data sources are students, and documentation data in the form of both policies and relevant research findings. Furthermore, data collection uses observation, interview and documentation study techniques. Observation is used to directly observe the planning activities, implementation up to the supervision activities of the leadership of the existing resources. Interviews were used to obtain data on implementation, supporting and inhibiting factors. Meanwhile, documentation was used to analyze all documents related to the research topic. Data analysis used the Miles and Huberman technique, namely data collection, data reduction, data presentation, and conclusion drawing. To ensure the validity of the data, triangulation of sources, triangulation of time, and increasing persistence during the research process were carried out. The overall steps described above are organized in the following scheme:

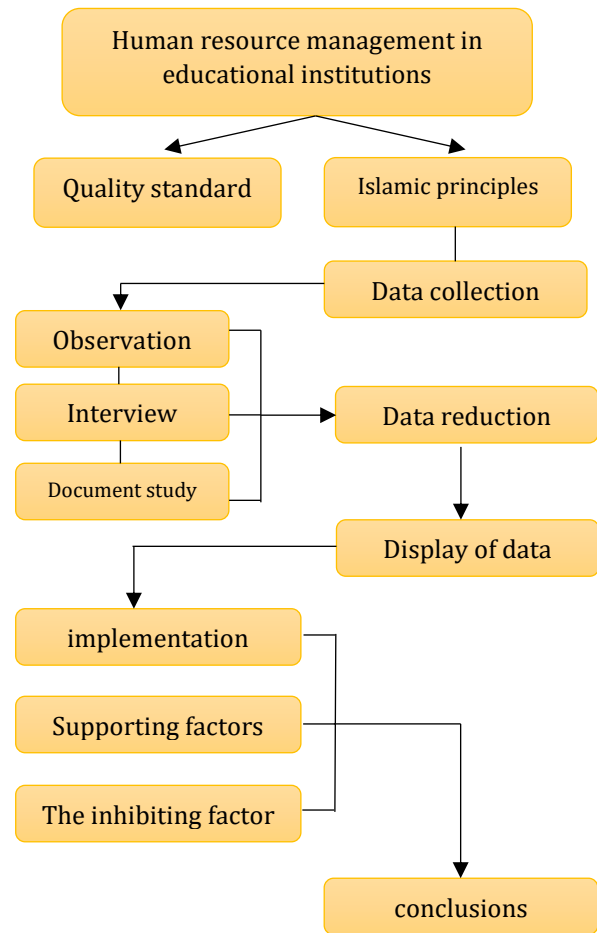


Figure 1. Research Chart

RESULTS AND DISCUSSION

Islamic-Based Human Resource Management

Human resource management at Darul Muhmin School in Satun, Thailand, is based on Islamic principles. This approach requires all elements of human resource management to be carried out in accordance with sharia principles. This means that policies related to labor, recruitment, employee development, and all other aspects of HR management must be in line with Islamic values.

In this context, Darul Muhmin school may integrate the values of justice, transparency, and Islamic ethics in the

recruitment process, performance appraisal, and decision-making related to human resources. In addition, conflict management, skills development, and fulfillment of employee rights should also follow sharia guidelines to create a work environment that is supportive and in accordance with Islamic teachings.

Human resource management based on Islamic principles aims to create a work environment that is fair, moral, and contributes positively to the spiritual and professional development of Darul Muhmin school employees. Thus, the school can be an example for other educational institutions in applying Islamic principles in human resource management.

Human resource management at Darul Muhmin school in Satun, Thailand, involves several stages designed to ensure that the recruitment and integration of new teachers is in accordance with Islamic principles and the quality standards set by the school. Here are some of the steps in the process:

1. Recruitment Announcement

New teachers are announced through the school's social media, providing an opportunity for interested prospective teachers to find out about the school's needs and the necessary requirements.

2. Personal File Submission

Interested prospective teachers are asked to submit their dossiers. At this stage, the school can determine whether the candidates'

qualifications and experience match the school's needs.

3. Interview Session

Teacher candidates who pass the file selection will attend an interview session. This interview includes discussions regarding the employment contract, scope of duties at the school, salary package, and other matters related to the role of teachers at Darul Muhmin.

4. Acceptance and Employment Contract

If prospective teachers meet the standards set by the school, they will be accepted as part of the teaching team. This process is followed by the signing of an employment contract that covers all the terms and conditions that apply at the school.

5. Mentoring and Training

New teachers who have been accepted will be mentored by the principal before starting their teaching duties. Teaching training is mandatory to ensure that new teachers understand the teaching methods desired by the school and can provide quality education. By involving these various stages, Darul Muhmin Satun school ensures that the human resource management process not only meets Islamic standards, but also guarantees high quality teaching in their educational environment.

Islamic-based human resource management is a human resource

management system based on Islamic values and principles. Islamic-based human resource management aims to create a fair, prosperous, and ethical work environment.

The principles of Islamic-based human resource management include: (1) Justice, in Islam, justice is one of the basic principles that must be upheld in all aspects of life, including in human resource management. Employees must be treated fairly, regardless of ethnicity, religion, race, or gender; (2) welfare, employees must get proper welfare, both in terms of material and non-material. The company must provide fair wages, social security, and adequate facilities for its employees, (3) Ethics, in human resource management, work ethics must be a guideline for employees and companies. Employees must work honestly, responsibly, and with integrity. The company must also apply business ethics in accordance with Islamic values.

Supporting factors of human resource management

The rules set by the principal as a supporting factor in order to improve the effectiveness of human resource management at Darul Muhmin Satun Thai school, namely, all teachers and employees must dress in accordance with the demands of sharia, namely covering the aurat properly and not wearing tight clothes, the command for Muslim women to dress according to the provisions of Islamic Sharia is specifically

addressed to women, considering that they are always the center of attention. Therefore, when a woman leaves the house after reaching puberty, she must wear clothes that are in accordance with the provisions of Islamic law, namely clothes that cover her aurat. According to Islamic law, clothing must meet certain requirements.

All teachers and employees at Darul Muhmin Satun Thailand school must maintain good manners and ethics such as keeping their mouths well in the school environment and outside the school, not smoking, etc. Teachers play an important role in the development of students. Teachers are not just conveyors of knowledge, but also people who should be emulated and imitated. Therefore, teachers must first set a good example. Of course, in all activities teachers must always maintain manners and behavior in every activity and activity, especially when interacting with students (Al-azhar, 2022; Indayati, 2017; Muliawaty, 2019; Oktayani, 2016). Teachers and employees must be disciplined, namely, attend school at 7:15 am to 3:00 pm and be in class five minutes before the lesson starts.

Another supporting factor initiated by the principal in an effort to improve human resources at Darul Muhmin Satun Thailand school is to hold training for teachers according to their needs, such as all teachers and employees are required to attend Al-Quran learning every Thursday to

improve the ability and quality of all teachers to be able to educate and teach students properly, then training provided by the principal according to the needs to improve human resources and the quality of educators at Darul Muhmin schools such as active learning program training, teaching training before the school year opens and evaluations attended by all educators to reassess whether the program and all efforts have run properly or as expected.

Barriers to human resource management

The barriers to human resource management at Darul Muhmin School in Satun, Thailand, are actually not too many, but there are still some factors that need further attention. One factor that requires more attention is the addition of facilities and infrastructure that can support human resource activities at the school, so that it can achieve international quality standards.

Adequate facilities and infrastructure are crucial for the smooth operation of a school. The availability of adequate facilities can support various learning activities, improve the quality of teaching, and achieve the desired results. Therefore, optimizing facilities and infrastructure is expected to provide facilities that support effective learning, while improving the quality of student learning.

The role of managing school buildings and infrastructure has a significant impact on improving the

quality of education. Some of the steps that can be taken involve careful planning regarding the improvement or addition of physical facilities, regular maintenance, as well as the utilization of technology in supporting the learning process. These efforts can improve operational efficiency and provide a conducive learning environment for students and teachers.

By maximizing facilities and infrastructure, Darul Muhmin Satun school can achieve an international level of quality in the management of its human resources. This not only benefits the learning process, but also positively impacts the school's reputation and ability to attract quality teachers and students.

CONCLUSION

Based on the discussion of the research results, in general, the author concludes that the implementation of human resource management at Darul Muhmin Satun Thailand school is quite good, where all elements in the management of human resource management are based on Islamic principles, besides that there are also development programs in order to improve the quality of human resources at Darul Muhmin Satun Thailand school, such as participating in Al-Quran learning every Thursday, active learning program training, teaching training before the school year opens and evaluations attended by all educators to

reassess whether the program and all efforts have run as expected. Moreover, the principal also sets certain rules relating to the ethics and manners of teachers so that human resources at Darul Muhmin Satun Thailand school are well maintained so that good behavior from teachers can be digugu and imitated by students at Darul Muhmin Satun Thailand school. Although there are few obstacles to facilities and infrastructure, of course the school continues to try with the development little by little as a form of process so that the management of human resource management at Darul Muhmin Satun Thailand school achieves what is expected in the future.

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