

STUDENT RESOURCE DEVELOPMENT MANAGEMENT: A MODEL OF PLANNING, ORGANIZING, LEADING AND CONTROLLING AT BUSTANUL ULUM BULUGADING BOARDING SCHOOL BANGSALSARI JEMBER

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Abstrak

Penelitian ini bertujuan untuk menganalisis dan merumuskan strategi pengembangan sumber daya manusia di Pesantren Bustanul Ulum Bulugading Bangsalsari Jember dengan menggunakan metode penelitian kualitatif dan pendekatan fenomenologi. Pengumpulan data dilakukan melalui wawancara mendalam, observasi partisipan, dan dokumentasi. Teknik analisis data dengan mengidentifikasi sumber melalui buku, makalah dan artikel, majalah, jurnal online, website, dan lain sebagainya. Hasil penelitian menunjukkan bahwa pengembangan sumber daya manusia di Pesantren Bustanul Ulum Bulugading sudah memiliki beberapa strategi pengembangan sumber daya manusia yaitu a.) Penyusunan perencanaan pengembangan sumber daya manusia yang komprehensif dan terukur. b.) Peningkatan organisasi pengembangan sumber daya manusia yang efektif dan efisien. c.) Pengembangan sistem pengkaderan dan pelatihan yang berkelanjutan. d.) Peningkatan kesejahteraan dan motivasi sumber daya manusia. e.) Pembentukan budaya kerja yang profesional dan islami. Dengan strategi tersebut diharapkan dapat membantu Pondok Pesantren Bustanul Ulum Bulugading dalam mengembangkan sumber daya manusia yang berkualitas dan efisien, sehingga dapat meningkatkan mutu pendidikan dan mencapai visi misi lembaga.

Kata Kunci: pengembangan manajemen sumber daya manusia, lembaga pendidikan islam

Abstract

This study aims to analyze and formulate human resource development strategies at the Pesantren Bustanul Ulum Bulugading Bangsalsari Jember using qualitative research methods and a phenomenological approach. Data were collected through in-depth interviews, participant observation, and documentation. Data analysis techniques identify sources through books, papers and articles, magazines, online journals, and websites, etc. The results of the study indicate that human resource development at the Pesantren Bustanul Ulum Bulugading already has several human resource development strategies, namely a.) Preparation of comprehensive and measurable human resource development planning. b.) Increasing effective and efficient human resource development organization. c.) Development of a sustainable cadre and training system. d.) Increasing the welfare and motivation of human resources. e.) Formation of a professional and Islamic work culture. These strategies are expected to help the Bustanul Ulum Bulugading Islamic Boarding School in developing quality and efficient human resources, so that they can improve the quality of education and achieve the institution's vision and mission.

Keywords: *human resource management development, islamic educational institutions.*

PENDAHULUAN

Human resource management (HR) is a fundamental matter in Islamic educational institutions as a strategic effort to maximize the management of educational institutions (Hidayat and Syam, 2020). Therefore, every educational institution needs effective management (Halid, 2020c), be it curriculum management, facilities and infrastructure management, learning management, financing management, and more specifically, human resource management (Mubarok, 2020). Managing today's human resources, which are sophisticated and open to advances in science and technology, is a challenge for educational institutions (Khoirunnisaa, 2018). An absolute requirement for educational institutions if they want to survive in the era of globalization, then there is no other choice, namely developing human resource competency. Human resource management (HR) is indeed not an easy matter to implement because basically humans have different levels of ability. Therefore, the involvement of related parties is needed in order to implement human resource development. In order to participate in achieving the vision, mission, and goals of educational institutions, human resources need to be managed and developed optimally and sustainably. (Halid, 2020b)

The main objectives in human resource development (management) are (1) to improve performance, (2) to upgrade competence, (3) to upgrade ICT capabilities, (4) to solve problems, (5) to promote and socialize institutions. These objectives are the reference in human resource development so that they can support the quality of education in Islamic educational institutions.

It is very interesting to study the education management model when compared with the education development model during the time of the Prophet Muhammad SAW. The Medina period was the beginning of the emergence of Islamic educational institutions such as mosques, suffahs, and kuttabs, so it is also necessary to analyze the management model. The establishment of mosques after Medina was a strategy to achieve da'wa to all residents of Medina (Halid, Ilyas, et al., 2024). The first phase of mosque construction was not well managed, but the practice was very good because it was held directly by the Prophet and his friends.

If we refer to educational institutions during the Medina period, we will find educational institutions that are so numerous in terms of quantity at this time along with other types of modern Islamic educational institutions, but the quantity of Islamic educational institutions is not supported by a guarantee of quality education. One of the factors underlying all of this lies in the quality of its human resources (Halid, 2021a). Among other factors are (1) weak management. (2) Low educational achievement. (3) Lack of support. (4) Inadequate facilities and infrastructure.

The progress of an Islamic educational institution depends on good planning and management (Mubarok, 2020) and proven by the quality of its graduates in society, if its graduates contribute to society, then the educational institution can be trusted as a successful educational institution. Therefore, Islamic educational institutions require qualified human resources in order to implement an effective educational process so that the goals of educational institutions will be easy to achieve. Educational

institutions are a means of preparing superior generations as an effort to advance the nation and state. However, the reality is that Islamic educational institutions are still the results of external quality audits, many of which are "lagging behind" other general educational institutions, this can be seen from the data from the National Accreditation Agency (Tim akreditasi, 2022). Because the results of external assessments are objective evaluations in measuring the level of quality and quantity. In terms of quantity, it indicates little public interest and the difficulty of recruiting new students. In this context, it is necessary to find a new model or strategy in developing superior santri resources and advancing Islamic Educational Institutions. (Halid, 2020b).

Referring to previous studies conducted by Radit Hijrawan who studied the development of human resource management based on TQM. The results in the implementation of TQM require changes in manager behavior, and focus on goals. The problem is arrogance, lack of focus, underestimating the potential of subordinates, measuring quality with costs (Hijrawan, 2019).

Likewise, the results of research by Hidayatus Sholihah, implementation of human resource management is carried out by: (1) preparing planning based on vision, (2) recruiting competent teaching and education staff and employees (3) determining selection and placement based on academic qualifications and competence, (4) carrying out training and sharing ideas and knowledge, comparative studies, internal presentations, evaluation and coordination, (5) assessment, administration and supervision, (6) compensation, (7) health insurance, (9) communication (Sholihah, 2018).

Humans still play a major role in the success of an association. In an educational institution, human resources are a very necessary element because humans are the first and main element in management before other aspects. Therefore, human resource management has an important role in managing and achieving organizational goals, at least in educational institutions. Human resources must be properly managed according to their function so that these human resources can carry out their role in carrying out their duties and the functions of the institutions they involve (Akilah, 2018).

The title and formulation of this research is how the model of Islamic educational institutions in developing human resources at the Bustanul Ulum Bulugading Bangsalsari Jember Islamic boarding school. The purpose of writing this article is to find out the concept, process and its application in the development (management) of human resources in Islamic Educational Institutions at the Bustanul Ulum Bulugading Bangsalsari Jember Islamic Boarding School, East Java, Indonesia. Based on the phenomenon, previous study exposure, title and formulation of the problem of this research, maximum effort is needed in developing human resources in Islamic Educational Institutions, especially in Islamic boarding schools. Then further study is needed on the HR management model in Islamic Educational Institutions so that its management can be improved and developed as an Educational Institution that produces superior human

resources and in accordance with future needs. That is one of the important reasons for taking the title of this article.

KAJIAN TEORI

Human Resource Development

The human resource development process includes planning, training, organizing, providing direction and supervision as are general management functions (Muhammad, 2024). Human resource development begins with the recruitment of human resources (students, new Islamic boarding school students) (Mukarramah, 2024), Choosing quality people should be the main choice if you want good results in the future (Lutfi, 2024), the selection model needs to be strict and standardized (Hasan, 2024), recruitment selection, although tightened, is important so that the input has clear competencies, (Fatah, 2022) It is also necessary to view the environment as part of the educational process (Hasan, 2024), However, some of the families of these students are sometimes less than optimal in supporting the educational process, (Thoha, 2023) Meanwhile, the school environment is managed very well, such as the library, student reading bookshelves, school culture, class culture (Halid, 2019c).

The development of human resources in Islamic educational institutions as the object of this research has involved many organizational elements, starting from the caretakers of Islamic boarding schools, Islamic boarding school administrators, educational staff to Islamic boarding school security (staff) (Halid, 2020a). The process of developing human resources of the Islamic educational institution "Bustanul Ulum Islamic Boarding School Bulugading" is based on a thorough analysis of needs and planning so that it can support the process of achieving the goals of the educational institution. A good and careful process will produce quality human resources, namely educators and education personnel. (Halid and Zahra, Fatimatus, 2020)

The Islamic Education Institution of Bustanul Ulum Islamic Boarding School, Bulugading Bangsalsari Jember has carried out planning, implementation and evaluation (Halid, 2024) As explained by the Head of the Islamic Boarding School, management in this Education has been implemented in the form of planning, implementation and evaluation (Hasan, 2024). The planning is in the form of "formulating the at-Tanzil System", The Maktuba System and the Tahfidz al-Qur'an System (Halid, 2023b), While the implementation strengthens all three, the following is a description:

1. at-Tanzil System

At-Tanzil System At-Tanzil is a method of learning the Qur'an (Halid, 2023b) that emphasizes the ability to read the Qur'an, fluently, fluently and tartil. This activity is divided into 6 classes, namely from volumes 1-6, and the process requires students to take a test to continue the at-tanzil activity from volume 1 to volume 2 and so on, but if it is felt that the student is not yet able to continue to volume 2, then the student remains in volume 1, here are some of the

characteristics of at tanzil at the Pesantren Bustanul Ulum Bulugading:

- a. Using the memorization method: Tanjwid,(Halid, 2023c) namely the science of reading the Qur'an correctly, this aims to help students in reading the Qur'an with tartil and in accordance with the rules of tajwid, then memorizing ghorib, gharib comes from the word "garaba" which means foreign. According to the term, the law of gharib reading is an unusual reading in the Qur'an because it is unclear, both in terms of letters, pronunciation, and meaning, and the last is memorizing the evidence of tajwid.(Ahmad Halid, 2022a)
- b. Using good learning media, such as books, videos, and audio. This aims to help students learn more effectively and enjoyably. The pre-staff of the management made the law of tajwid with trending songs such as the example of the understanding of the law of nun sukun and tanwin using the song lir ilir. (Pesantren, 2022)

2. Maktuba System

The Maktaba system is a fast acceleration program for reading yellow books which includes several activities and these activities start at 02.00 in the morning, where at 02.00 in the morning students are required to pray Tahajud, after that students continue with the morning prayer in congregation, after the morning prayer students have a book study where the book study consists of several volumes including Maktubah volumes 1, 2, 3, 4, 5 and 6, and the study uses lecture and memorization methods.

3. Memorize the Quran but still focus on at tanzil and this program is only for those who are interested (Halid, 2023c)

The challenges faced in developing LPI's human resource management at the Bustanul Ulum Islamic Boarding School in Bulugading are facing students whose human resources are high but whose children are lacking in enthusiasm or are categorized as naughty and here the boarding school administrators need the help of a caregiver where the role of the caregiver is to make the 3 activity programs mandatory:

- a. In the first year, students are required to participate in at tanzil activities, for this activity the focus is on reading and writing the Quran and students are required to pass at tanzil in one year.
- b. In the second year, students are required to participate in the maktuba activity program where in this activity students learn to read yellow books quickly and are also required to pass in one year.

- c. In the third year, students are required to follow a "specialization" activity program, which depends on the student's interests in what program they want to follow, for example: memorizing the Al-Quran (Pesantren, 2022) tahasus fiqh, tahassus mahid and other interest activities (Pesantren, 2022).

For students with low human resources, there will be special classes and special mentors, for example for those with low human resources: unable to graduate at tanzil on time. The strategy for developing LPI human resource management at the Bustanul Ulum Bulugading Islamic boarding school is motivation from the boarding school supervisor and challenges of the boarding school activities.

Activities of the Students of the Pesantren Bustanul Ulum, Bulugading for the Development of Human Resource Management in Islamic Educational Institutions begin with tahajjud, dawn kobliyah, dawn prayer, study of books after dawn, duha prayer, continuing to the next activity, namely the Islamic school, then there are three formal schools (1). MTS, (2). SMK (3). MA (Islamic high school). (Ahmad Halid, 2022b) Ruqiyah night activities, evening prayer for those who are menstruating, reading burdah, study of the book of ba'da maghrib, study of atanzil or maktuba, isha prayer, study of the book of ba'da isya', and the last khitmah pesantren where the content is (inviting goodness, speaking politely, pray for santri or pesantren, pray for parents, read al-quran one page, read sholawat 100 times, istighfar 100 times) khitmah al-quran activities (Halid, 2023a) this is implemented according to the self-awareness of each student and is then monitored.

Therefore, the development of human resources in Islamic educational institutions at the Bustanul Ulum Islamic Boarding School in Bulugading must begin with careful planning. The process of developing human resource management in Islamic educational institutions must be able to plan opportunities and challenges, (Bin Yassir, Halid and Mubarak, 2023) able to predict and analyze future possibilities. In recruiting human resources, long-term needs must also be considered (Halid, 2024) so that existing human resources can be optimized in the long term.

METODE PENELITIAN

This paper uses a type of library research. Library research is a series of activities to collect library data by reading, recording, and interpreting it into research data (Zed, 2008). The library method is also a research that uses literature as the main data source. (Mahmud, 2011)

Data collection techniques in this paper the author identifies sources through books, papers and articles, magazines, online journals, and websites. Likewise, things related to the development of human resource management in Islamic Educational Institutions in the form of notes, books, magazines and online media. The stages of research that the author did were collecting research materials, reading literature, making small notes,

processing the results of reading into research data. With the research method used, it is able to answer the problems of this research as stated in the formulation of this research.

This research is qualitative descriptive in nature, emphasizing the process rather than the results, conducting data analysis inductively to deductively and emphasizing meaning. This research approach uses a Qualitative phenomenology research design model of Geertz, Glaser & Strauss. Qualitative phenomenological research is a research method that studies how people experience a phenomenon, and the meaning they give to those experiences. It's a qualitative research approach that focuses on the individual's perspective, and aims to understand the essence of their lived experiences (Delve, 2024). This approach was chosen because the study seeks to uncover the role and function of Islamic boarding schools in rehabilitating, treating the mental health of students who experience mental disorders: crazy, stress, the influence of drugs. Bogdan by implementing empty handed by going into the research field without bringing a problem formulation and the results are oriented to being able to develop a theory related to the topic of this research.

HASIL ANALISIS DATA DAN PEMBAHSAN

Management is the process of planning, organizing, leading and controlling the efforts of organizational members and the use of all other organizational resources in order to achieve the stated organizational goals(Halid, 2020a). The scope of human resource management includes management functions and operational functions. Management functions include: (1). Planning function, carrying out tasks in planning needs, procurement, development and maintenance of human resources. (2). Organizing function, compiling an organization by designing the structure and relationship between tasks that must be carried out by the prepared workforce. (3) Directing function, providing encouragement to create a willingness to work that is carried out effectively and efficiently(Halid, 2020c). (4). Control function, carrying out measurements between activities carried out and the standards that have been set, especially in the field of workforce/student management.(Pesantren, 2022)

As for operational functions: (1) Procurement of manpower is an effort to obtain a number of employees with the type of manpower that is appropriate to what is needed, especially in relation to determining manpower needs, recruitment, selection, orientation and placement. (2) Development is an effort to improve employee skills through appropriate education and training programs so that employees or staff can carry out their duties well. (3) Compensation is an effort to provide adequate compensation or rewards to employees in accordance with the contributions that have been contributed to the company. (4) Integration is an effort to align the interests of individuals, organizations, agencies and society, therefore the attitudes and principles of employees must be understood. (5) Maintenance is an effort to maintain employee attitudes that benefit the organization or agency. (6) Separation is an effort to return employees to

the community environment in the best possible condition, if the organization or agency terminates employment.(Kepala, 2024)

From the explanation above, human resource management includes human resource planning steps(Halid, 2020c). (1) Analysis of several factors causing changes in human resource needs. (2) Forecasting human resource needs. (3) Determining future human resource needs. (4) Analysis of human resource availability and organizational capabilities, and (5) Determining and implementing programs.(Ahmad Halid, 2022b)

There are several theories of human resource management according to 'management, an introduction defines human resource management as a management function that is directly related to the recruitment, placement, training and development of organizational members (A Halid, 2022).

Human resource management (HRM) is an approach to people management based on four basic principles. First, human resources are the most important asset an organization has, and their effective management is the key to its success. Second, this success is most likely to be achieved if the company's human-related policies and procedures are interconnected and contribute to the achievement of corporate goals and strategic planning. Third, the company's culture and values, organizational climate and managerial behavior derived from that culture will have a major influence on achieving the best results. Fourth, HRM is about integration: getting all members of the organization involved and working together to achieve common goals.

Human resource planning is planning the workforce to suit the company's needs and be effective and efficient in helping to achieve goals (Halid, 2020b). Recruitment is the process of obtaining a number of qualified prospective workers for a particular position or job in an organization or company (Ahmad Halid, 2022c). In the recruitment process, an organization can carry out recruitment from internal and external sources.(Ahmad Halid, 2022a).

Internal Sources, Recruitment of workers from within means filling vacant positions from within the organization itself. (Halid, 2021b) This is done because in the organizational process there are often overlapping tasks or positions, resulting in vacancies in other positions. Internal recruitment is generally carried out temporarily, this is based on organizational policy due to certain interests in the organizational process. External sources, The existence of demands for organizational needs of course must carry out recruitment from outside the organization. Sources that can be utilized include: Friends or family members of employees; applications that come in by chance; educational institutions; job placement agencies; advertisements. The purpose of recruitment is to get prospective employees that allow management (recruiters) to choose or select candidates according to the qualifications needed by the organization or company (Halid, 2024). Candidate selection is the selection of available workers. Selection is basically aimed at obtaining workers who meet the requirements and have qualifications that match the existing job description or match the needs of the organization or company.

Organizing is an activity to organize all employees by determining the division of work, work relationships, delegation of authority, integration, and coordination in an organizational chart (A Halid, 2022). Directing is the activity of directing all employees, so that they are willing to work together and work effectively and efficiently in helping to achieve the goals of the company, employees, and the community. Directing is carried out by leaders by assigning subordinates to teach all their tasks well. Controlling is the activity of controlling all employees, so that they obey company regulations and work according to plan. Procurement is the process of recruiting, selecting, placing, orienting, and inducing to obtain employees who are in accordance with the company's needs. Employees are the company's main assets who are the planners and active actors of every organizational activity. Employees are not machines or other passive resources. Employees cannot be fully managed in supporting the achievement of company goals. (Halid, 2021d)

Compensation is the provision of direct and indirect rewards, money or goods to employees as compensation for services rendered to the company. Compensation is an expense and cost for the company. The company expects that the compensation paid will obtain greater rewards for employee performance. Direct compensation is a right for employees and an obligation for the company. Discipline is the most important HR function and the key to achieving goals because without good discipline it is difficult to achieve maximum goals. Discipline is the desire and awareness to obey company regulations and social norms. Separation is the termination of a person's employment relationship from a company. Dismissal is the last operative function of human resource management. Termination of employment (PHK) must be in accordance with Law No. 12 of 1964 KHUP which is humane and appreciates the dedication given to the company and with the permission of P4D or P4D or the court. Dismissal must also be in accordance with Article 1603 paragraph 1 of the Criminal Code regarding "notification time and permission period". (Halid, 2021c)

Sondang P. Siagian in his book "Human Resource Management" states that basically the various objectives can be categorized into four types, namely: (1) The objectives of society as a whole, no organization can maintain and continue its existence in isolation and without context. The management of each organization must be sensitive to the social demands directed at the organization concerned. The real form of an organization's failure to link the achievement of its objectives with the achievement of the objectives of the wider community is seen in two forms. The first is that society will lose trust in the organization concerned. Second, as a result of the loss of trust, society no longer provides support for the policies and activities of the organization. If an organization has lost the trust and support of society, it is clear that sooner or later, destruction will be the result. (2) Achieving organizational objectives, good human resource management is aimed at increasing the contribution that can be given by workers in the organization towards achieving organizational objectives. (Halid, 2019b) (3) Achieving functional objectives, an organization describes two types of activities, main and supporting activities. Main activities are all efforts made

that are directly related to the objectives and various targets that the organization concerned wants to achieve. On the other hand, what is meant by supporting activities is the entire effort made by certain work units which, although not directly involved in efforts to achieve the goals and various targets of the organization, provide strong support towards the success of carrying out the main tasks. (4) Achieving personal goals, it is clear that initially the motive for someone to enter various organizations is to achieve goals and fulfill their personal interests. However, in pursuing their career, someone must be willing and prepared to make various types of adjustments that are necessary for someone to be accepted as a respected member of the organization. (Halid, Sulaiman, et al., 2024)

There are five basic elements of a pesantren, one cannot be separated from the other. These five elements include; (1) Kyai, who is the most important element in a pesantren. (Halid, Ilyas, et al., 2024) In West Java, clerics are called *ajengan*, in East Java they are called *Gus* (Halid, 2020c).; (2) *Santri*, is a term for students who live in a boarding school who study (classical) books. In tradition, *santri* are divided into two, first, *santri mukim*, namely students who come from distant areas and settle in a group of boarding schools. second, *santri kalong*, namely students who come from villages around the boarding school, to follow their lessons at the boarding school, they go back and forth (*nglaju* or *dugdag*) from their own homes. Along with the development of the times, there is the term *santri meles*, (pure activities from morning to night at the boarding school), also there are *santri* who also go to school like in general; (3) *Pondok* is a dormitory where *santri* live, which is the most important element of the boarding school. (4) The mosque is a sacred place that cannot be separated from the boarding school. It is in the mosque that *santri* are educated and guided especially in worship *hablum minallah*. (Halid and al-Ghafir, Siddiq, Aman, 2024).

Student management involves administrators who are tasked with determining the various tasks and services involved Student management involves administrators who are tasked with determining the various tasks and services involved (1) new student management, (2) educational process management and (3) the evaluation and reporting of the students' learning progress. Second, management of the educational process effectuated thanks to a supervised evening learning session. Establishment of a disciplinary control system included. Third, evaluation and reporting of the student's academic progress and their adjustment to the dorm life. (Rafaliarisoa and Jabar, 2020)

Performance according to Ahmad Halid is a comparison of the results achieved with the participation of labor per unit of time (Halid, 2019a). While Rivai and Basri said that performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals legally, not violating the law and not contrary to morals and ethics. So, the performance of students is the work achievement produced, both in terms of quality and quantity, achieved by employees (students) within the time and responsibility that has been determined.

The development of santri resources from the curriculum side requires in-depth learning. The deep learning curriculum can help students understand the material better through learning methods that build critical thinking. In addition, the elements designed in the deep learning curriculum aim to create a learning atmosphere that not only emphasizes knowledge but also meaningful experiences for students. Such as mindful, meaningful, and joyful learning. (Ningsih, 2024)

1. Mindful Learning

Teachers can appreciate the uniqueness and involvement of students which aims to provide space for students to be actively involved in the learning process. Mindful learning will pay more attention to the differences in needs and potential of each student during the learning process. Through this approach, students are expected to be directly involved through discussions, experiments, and exploration of the material taught by the teacher.

2. Meaningful Learning

Students are invited to understand the reasons behind each lesson that has been studied previously. This approach positions the teacher as a facilitator who helps students relate lessons to real-world applications. For example, teachers can explain certain concepts. Through this understanding, students are expected to be more motivated and enthusiastic in learning.

3. Joyful Learning

Creating meaningful and enjoyable learning for students, thus creating a meaningful learning experience. Joyful Learning will make students not only feel happy, but also truly understand the material being studied. For example in history lessons, teachers can hold simulations or discussions that make students more actively involved. Through this method, students not only learn history as memorization, but can also understand the historical context more deeply..

With these three things, students' resources can be explored in the learning process, which emphasizes students' knowledge and noble morals because this learning is oriented towards deepening understanding of the learning content.

SIMPULAN

Human resource management at the Bulugading Islamic Boarding School needs to be carried out effectively and efficiently to achieve the goals of education and development of students. With the right strategy, various challenges faced can be overcome and the Bulugading Islamic Boarding School can continue to develop. To develop human resources at the Islamic Education Institution at the Bustanul Ulum Bulugading Islamic Boarding School, it is mandatory to follow three activities, including (1) At Tanzil is a

method of learning to read the Koran fluently and tartil. Using the memorization method: Tanjwid is the science of reading the Koran correctly, this aims to help students read the Koran with tartil and in accordance with the rules of tajwid. Using good learning media, such as books, videos, and audio. (2) Maktuba is a fast acceleration program for reading yellow books which includes several activities. (3) Tahfidz Al Quran but still focused on at tanzil and this program is only for those who are interested. At the Bulugading Islamic Boarding School, there are high human resources but the children are less enthusiastic or fall into the naughty category and here the boarding school administrators need the help of a caregiver.

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