



Madrasah Principal Management in the Development of Human Resources of Senior High Schools in Jambi

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Abstract

This study aims to analyze the management of madrasah principals in developing human resources in Madrasah Aliyah in Jambi Province. Effective human resource development is very important to improve the quality of education and madrasah operations. This study uses a qualitative approach with field research methods, through in-depth interviews, observations, and documentation of several madrasah principals in various Madrasah Aliyah in Jambi Province. The results of the study indicate that the strategies implemented by madrasah principals include teacher professional development through ongoing training, regular performance assessments, and the creation of a collaborative and innovative work environment. Madrasah principals also pay attention to the welfare of teachers and staff by providing adequate support, both financially and non-financially. Challenges faced include budget constraints and lack of access to external professional training. In conclusion, good madrasah principal management plays an important role in developing quality HR, which has a direct impact on improving the quality of education in Madrasah Aliyah in Jambi.

Keywords: Management; Principal of Madrasah; Madrasah Aliyah; Human Resources.

Abstrak

Penelitian ini bertujuan untuk menganalisis manajemen kepala madrasah dalam pengembangan sumber daya manusia di Madrasah Aliyah di Provinsi Jambi. Pengembangan sumber daya manusia yang efektif sangat penting untuk meningkatkan kualitas pendidikan dan operasional madrasah. Studi ini menggunakan pendekatan kualitatif dengan metode penelitian lapangan, melalui wawancara mendalam, observasi, dan dokumentasi terhadap beberapa kepala madrasah di berbagai Madrasah Aliyah di Provinsi Jambi. Hasil penelitian menunjukkan bahwa strategi yang diterapkan kepala madrasah meliputi pengembangan profesional guru melalui pelatihan berkelanjutan, penilaian kinerja teratur, serta penciptaan lingkungan kerja yang kolaboratif dan inovatif. Kepala madrasah juga memperhatikan kesejahteraan guru dan staf dengan memberikan dukungan yang memadai, baik dari segi finansial maupun non-finansial. Tantangan yang dihadapi meliputi keterbatasan anggaran dan kurangnya akses terhadap pelatihan profesional eksternal. Kesimpulannya, manajemen kepala madrasah yang baik berperan penting dalam pengembangan SDM yang berkualitas, yang berdampak langsung pada peningkatan mutu pendidikan di Madrasah Aliyah Jambi.

Kata-kata Kunci: Manajemen; Kepala Madrasah; Madrasah Aliyah; Sumber Daya Manusia.

INTRODUCTION

Private Madrasah Aliyah is one of the official formal educational institutions that is one of the places of education for the nation's children which is certainly expected to be an institution that can produce quality students and can compete with students in other equal institutions. This certainly requires quality human resources, but then what is found and discovered is that private Madrasah Aliyah has not been able to compete with equal private institutions.¹ In fact, private Islamic high schools can actually compete because they have the same ability and independence in managing schools, but then the author saw that there were still significant differences between these private institutions, of course this is a thought and needs to find a solution and research is needed to find the cause of the inequality that can occur, as the author saw in Jambi Province. Many private Islamic high schools in Jambi Province have been established for a long time. However, in its development, this madrasah has not experienced significant progress. This is due to many factors that influence both in terms of facilities and infrastructure, financing, and the management factor of the principal of the madrasah, which have not run as they should.²

In Jambi Province, several things were found to be scientific problems related to the role of the madrasah principal that need to be analyzed in depth, such as the madrasah principal who does not make enough planning in developing human resources, on the grounds that there are no funds, this is certainly one of the obstacles in the form of there are still teachers who teach not in accordance with their field of expertise, for example, Islamic religious education teachers teach sociology.³ In addition, the principal of the madrasah has not maximized the implementation of coaching for human resource development. This is indicated in the coaching of human resources only as a formality without any follow-up.⁴ From the documentation data, it is also known that in the Jambi Province Islamic high schools there are still teachers who teach without qualifications.

¹ Aang Darmawan et al., "Pola Prediksi Kelulusan Siswa Madrasah Aliyah Swasta dengan Support Vector Machine dan Random Forest," *Jurnal Minfo Polgan: Jurnal dan Penelitian Manajemen Informatika* 12, no. 1 (2023): 387–400, <https://jurnal.polgan.ac.id/index.php/jmp/article/view/12388>.

² M. Sholihin, Mukhtar Latif, dan Minnah El Widdah, "Manajemen Humas dalam Membangun Brand Image di Madrasah Aliyah Swasta (MAS) As'ad Olak Kemang Kota Jambi," *Cendikia: Jurnal Pendidikan dan Pengajaran* 2, no. 4 (2024): 257–263, <https://jurnal.kolibi.org/index.php/cendikia/article/view/1255>.

³ Suyatno, "Strategi Kepala Madrasah dalam Pengembangan Kompetensi Profesional Guru di Madrasah Tsanawiyah Raudhatul Mujawwidin Rimbo Bujang Tebo Jambi," *Jurnal Manajemen Pendidikan dan Ilmu Sosial* 4, no. 1 (2022): 547–561, <https://dinastirev.org/JMPIS/article/view/1502>.

⁴ Abdullah, *Observasi Penulis (25 Januari)* (Jambi, 2024).

Based on the background of the problems that have been put forward, the main question in this study is why the madrasah principal does not play an optimal role in developing human resources in Madrasah Aliyah Jambi Province. Therefore, the focus of this study is the management of the madrasah principal in developing human resources in Madrasah Aliyah, with the reason to see more deeply about the problems, planning, implementation of the madrasah principal in developing human resources. The function of the madrasah principal as a manager consists of planning madrasah programs, organizing madrasah programs, implementing madrasah programs that have been implemented, and controlling madrasah programs, especially those related to human resource development.

RESEARCH METHODS

The type of research that will be used is qualitative research, where researchers will conduct direct observations in the field to understand the role of the madrasah principal in managing and developing human resources at Madrasah Aliyah. The data collection procedure begins with direct observation at the madrasah which is the location of the research. This observation is carried out to see in real terms how the madrasah principal organizes, leads, and develops teachers and staff in his work environment. In addition, in-depth interviews will be conducted with the madrasah principal, teachers, and staff to obtain more detailed information regarding the HR management practices implemented. This interview is semi-structured, thus providing flexibility for researchers to dig deeper according to field findings. Documentation is also an important part of data collection. Researchers will access related documents such as school policies, teacher training programs, and performance reports, to complement the data obtained from observations and interviews.⁵

Furthermore, the data analysis technique used is thematic analysis, where researchers will identify the main themes that emerge from the collected data. This process involves systematically coding data to find patterns that describe how the management of madrasah principals plays a role in developing human resources in madrasahs. To maintain the validity and accuracy of the research results, researchers will use data triangulation, namely by comparing the results of observations, interviews, and documentation to ensure consistency

⁵ Robert Bogdan dan Sari Knopp Biklen, *Qualitative Research for Education: An Introduction to Theory and Methods* (Boston: Allyn and Bacon, 2018).

of findings.⁶ Thus, the results of this study are expected to provide a comprehensive picture of the management strategies of madrasah principals in developing human resources at Madrasah Aliyah in Jambi Province.

RESULTS AND DISCUSSION

Understanding Madrasah Principal Management

Madrasah principal management is a crucial element in running and developing Islamic educational institutions. As the highest leader in a madrasah, the madrasah principal not only acts as an administrator, but also as a leader who provides direction and vision for all components of the madrasah. A madrasah principal is required to have qualified managerial skills, including strategic planning, resource management, curriculum development, and supervision of the learning process. Strategic planning includes the formulation of the vision, mission, and objectives of the madrasah that are in line with national education policies and community needs. With careful planning, the madrasah principal can determine the direction of madrasah development that is clearer and more focused.⁷

The principal of a madrasah comes from the words kepala and madrasah, the word kepala can be interpreted as the chairman or leader in an organization or an educational institution, while a madrasah is an institution where it becomes a place to receive and give lessons. Thus, in simple terms the principal of a madrasah can be defined as a functional teacher who is given the task of leading a madrasah where the learning process is carried out from the teacher to the students who receive the lessons.⁸ Meanwhile, according to Sudarwan Danim, as quoted by Jamal Ma'mur Asmani, the principal of a madrasah is a teacher who is given additional duties as the principal of a madrasah.⁹ Management of resources, both human and non-human, is another important aspect in the management of the madrasah principal. The madrasah principal must be able to empower educators and education

⁶ Heting Chu, *Research Methods and Design Beyond a Single Discipline* (New York: Routledge, 2024).

⁷ Muhammad Said Ambiya, Ahmad Syukri, dan Kasful Anwar, *Manajemen Kepala Madrasah (Upaya Peningkatan Budaya Kerja Guru)* (Yogyakarta: K-Media, 2021).

⁸ Doni Juni Priansa, *Manajemen Supervisi dan Kepemimpinan Kepala Sekolah* (Bandung: Alfabeta, 2014).

⁹ Jamal Ma'mur Asnawi, *Tips Menjadi Kepala Sekolah Profesional* (Yogyakarta: Diva Press, 2012).

personnel optimally, foster harmonious working relationships, and ensure the availability of adequate facilities and infrastructure to support the learning process.¹⁰

In the field of curriculum, the principal of the madrasah plays a role in overseeing the implementation of the curriculum in accordance with national education standards, as well as encouraging the development of local curriculum that can enrich learning and shape the character of students. In addition, the principal of the madrasah must also ensure that the curriculum implemented is relevant to the needs of the times and can prepare students to become individuals who are faithful, knowledgeable, and have good morals. In supervision, the principal of the madrasah is tasked with overseeing the implementation of educational activities in the madrasah, including learning activities, evaluations, and teacher professional development. Through effective supervision, the principal of the madrasah can ensure that the learning process runs according to the established standards, as well as identify and overcome obstacles that may arise.¹¹

Basically, organizationally, madrasah is an organization that manages itself (self-organized) to grow and develop according to its characteristics. As for self-management, it is carried out by madrasah leaders through an operative management mechanism. However, because madrasah in Indonesia is a subsystem in the macro national education system and the responsibility for its management is assigned to the Ministry of Religion, the management of madrasah individually is not enough to provide a significant and broad impact on improving the quality of life of the Indonesian Muslim community today. This is because the condition of madrasah is classified as poor in various sources, including its human resources and this is one of the problems that surrounds the life of madrasah.¹²

The Principal of Madrasah is the sole leader in the school who has the responsibility and authority to organize, manage, and organize activities in the school, so that the school's goals can be achieved.¹³ In reality, the level of progress of the madrasah is very much determined by the extent of the leadership of the Madrasah principal in improving human resources. Therefore, the Madrasah principal must understand and develop skills in

¹⁰ Riza Nur Fadila et al., "Efektivitas Pengelolaan Sumber Daya Sekolah dalam Meningkatkan Mutu Pendidikan," *Jurnal Akuntabilitas Manajemen Pendidikan* 8, no. 1 (2020): 81–88, <https://journal.uny.ac.id/index.php/jamp/article/view/28997>.

¹¹ Dwi Faiqoh, "Supervisi Kepala Madrasah untuk Meningkatkan Profesionalisme Guru," *Jurnal Kependidikan* 7, no. 1 (2019): 98–110, <https://ejournal.uinsaizu.ac.id/index.php/jurnalkependidikan/article/view/1938>.

¹² Afroh Nailil Hikmah dan Agus Yudiawan, "Manajemen dan Kebijakan Madrasah melalui Penguatan Tata Kelola, Akuntabilitas dan Citra Publik Pendidikan," *Al-Fikr: Jurnal Pendidikan Islam* 5, no. 1 (2019): 33–38, <https://jurnal-tarbiyah.iainsorong.ac.id/index.php/alfikr/article/view/16>.

¹³ Andang, *Manajemen dan Kepemimpinan Kepala Sekolah* (Yogyakarta: Ar-Ruzz Media, 2014).

implementing changes through teacher competency development, if the Madrasah principal wants the school he leads to be more effective. The Madrasah Principal as a leader, he plays his role as a leader, namely leading the Madrasah in order to optimally utilize Madrasah resources.¹⁴

Human Resources Procurement

Human resource procurement is a very strategic and complex process in organizational management that focuses on recruiting individuals who have the skills, knowledge, and potential needed to meet the organization's short-term and long-term goals. Human resource procurement is not just about finding candidates who can fill available positions, but also ensuring that the people selected are the most appropriate to contribute to the growth and success of the organization. Human resource procurement includes various steps ranging from planning, recruitment, selection, to placement of workers according to the specific needs of the organization.¹⁵

The Human Resources procurement process begins with thorough planning. Organizations must first conduct a workforce needs analysis, which is determining the number, type, and qualifications of workers needed to support their strategies and operations. This analysis can involve identifying skills gaps in the existing workforce, projecting future workforce needs, and assessing the external labour market to ensure the availability of potential candidates. Good planning ensures that the procurement process is not only reactive, but also proactive in aligning workforce needs with the direction of the organization's development.¹⁶

After planning, the organization proceeds with the recruitment process, which is the step of attracting qualified candidates into the selection process. Recruitment can be done through various channels, both internal and external. Internal recruitment involves the promotion or transfer of existing employees within the organization, while external recruitment includes job advertisements in the mass media, job portals, campuses, social media, or through professional employment agencies. An effective recruitment strategy not

¹⁴ Husaini Usman, *Manajemen: Teori, Praktek dan Riset Pendidikan* (Jakarta: Bumi Aksara, 2013).

¹⁵ Rika Diana, "Sumber Daya Manusia dan Produktivitas Kerja," *Istinbath* 15, no. 1 (2015): 89-103., <https://jurnal.radenfatah.ac.id/index.php/istinbath/article/view/779>.

¹⁶ Ishiqa Ramadhany Putri dan Ningrum Fauziah Yusuf, "Pengaruh Budaya Organisasi dalam Menciptakan Perkembangan Organisasi," *Jurnal Administrasi Publik* 18, no. 1 (2022): 143-154, <https://makassar.lan.go.id/jap/index.php/jap/article/view/82>.

only attracts a large number of applicants, but also creates an attraction for applicants who are of the best quality and in line with the organization's vision and values.¹⁷

Selection is a critical step in Human Resources procurement, where organizations screen applicants to find the best candidates. This process can involve a series of tests and evaluations designed to measure technical skills, personality, cognitive abilities, and cultural fit with the organization. Various selection tools such as interviews, psychological tests, skills tests, job simulations, and assessment centers are used to identify applicants who have the desired competencies. This selection is very critical because decisions made at this stage will determine the quality of the workforce that joins the organization. Success in selection can have a direct impact on productivity, innovation, and team stability in the organization.¹⁸

After the selection process is complete, the placement stage is carried out. Placement means ensuring that new employees are placed in positions that match their skills, experience, and interests. Proper placement plays a big role in creating job satisfaction and increasing employee retention, because when someone feels that their role matches their competencies and aspirations, they tend to work more productively and motivated. In addition, good placement also helps organizations utilize employee potential more optimally, thus supporting the overall performance of the organization.¹⁹

Not only stopping at placement, the Human Resources procurement process often continues with orientation programs and initial training to help new employees adapt to the organization's culture and learn the tasks they will be doing. A good HR procurement process includes ongoing support through career development programs and ongoing training, which aims to ensure that employees continue to develop along with changing organizational needs and technological or market developments.²⁰ Human Resource Procurement also involves ongoing evaluation. After employees are recruited and placed, organizations must periodically review their performance to ensure that the procurement process was successful.

¹⁷ Rochmad Widodo, Nabilah Saputri, dan Nova Intania, "Strategi Rekrutmen SDM untuk Memenuhi Kebutuhan Pendidik dan Tenaga Kependidikan di Pendidikan Terintegrasi Pondok Pesantren Mahasina Darul Qur'an Wal Hadits (MTs dan MA)," *Jurnal Kependidikan Islam* 12, no. 2 (2022): 171–181, <https://jurnalftk.uinsa.ac.id/index.php/JKPI/article/view/1995>.

¹⁸ Firda Umil Barokah Firda dan Ahmad Gunawan, "Strategi Rekrutmen dan Seleksi yang Efektif untuk Meningkatkan Kualitas Tenaga Kerja," *Global: Jurnal Lentera BITEP* 1, no. 2 (2023): 60–65, <https://jurnal.lenteranusa.id/index.php/global/article/view/145>.

¹⁹ Sri Handoko Sakti et al., "Pengaruh Rekrutmen SDM, Penempatan dan Komitmen Kerja terhadap Kinerja Karyawan PT. LT di Jakarta," *Jurnal Riset Manajemen dan Bisnis* 8, no. 1 (2023): 1–10, <https://ejournal.imperiuminstitute.org/index.php/JRMB/article/view/1036>.

²⁰ Endang Pujiarti et al., "Orientasi dan Pelatihan Sumber Daya Manusia dalam Organisasi Pendidikan," *Jurnal Pendidikan dan Konseling* 5, no. 1 (2023): 1912–1917, <https://journal.universitaspahlawan.ac.id/index.php/jpdk/article/view/11244>.

This evaluation provides important feedback that can be used to improve the procurement process in the future, such as improving selection methods or adjusting recruitment strategies to better suit the evolving needs of the organization.²¹

In the literature and scientific articles discussing Human Resource procurement, it is often emphasized that successful procurement is one that is able to balance the needs of the organization with the aspirations and potential of employees. This is because organizations that are able to attract, select, and retain quality employees tend to be more competitive in an increasingly dynamic business environment. Therefore, Human Resource procurement is not only about filling vacant positions, but also an integral part of a sustainable human resource strategy, where organizations seek to build a solid, competitive workforce that has the ability to adapt to future changes.²²

Overall, Human Resource procurement is a multifaceted process that is critical to the success and growth of an organization. Through careful planning, effective recruitment, accurate selection, and appropriate placement, organizations can ensure that they have a workforce capable of meeting the challenges and opportunities facing the future. In journal articles, Human Resource procurement is often discussed in relation to innovations in Human Resource management practices, such as the use of technology in selection, new approaches to recruitment, and the importance of aligning individual competencies with organizational needs.²³

Human Resource Management Process

The human resource management process is a series of activities aimed at managing employees effectively in order to achieve organizational goals. Human resource management includes various functions ranging from workforce planning, recruitment, selection, development, performance appraisal, to maintaining good working relationships between employees and the organization. In modern organizations, the human resource management process is seen as a strategic function that has a significant impact on the performance and competitiveness of the company.²⁴

²¹ Rina Febriana, *Evaluasi Pembelajaran* (Jakarta: Bumi Aksara, 2019).

²² Widodo, Nabilah Saputri, dan Nova Intania, "Strategi Rekrutmen SDM untuk Memenuhi Kebutuhan Pendidik dan Tenaga Kependidikan di Pendidikan Terintegrasi Pondok Pesantren Mahasina Darul Qur'an Wal Hadits (MTs dan MA)."

²³ Sakti et al., "Pengaruh Rekrutmen SDM, Penempatan dan Komitmen Kerja terhadap Kinerja Karyawan PT. LT di Jakarta."

²⁴ Reza Muhammad Rizqi dan Zulkieflimansyah, "Peran Manajemen Sumber Daya Manusia dalam Upaya Peningkatan Manajemen Pengetahuan," *Jurnal Manajemen dan Bisnis* 5, no. 1 (2022): 1–9, <https://jurnal.uts.ac.id/index.php/jmb/article/view/1593>.

The first process in Human Resource management is human resource planning. At this stage, the organization evaluates its workforce needs based on its long-term goals and business strategies. This planning involves not only analyzing the number of employees needed, but also the appropriate competencies, skills, and qualifications to support the achievement of targets. The organization must project its workforce needs by considering factors such as company growth, technological changes, and labor market dynamics. This process involves identifying gaps between the available workforce and projected needs, which then becomes the basis for deciding on recruitment, training, and development strategies.²⁵

Once planning is complete, the recruitment phase begins. Recruitment is the process of finding and attracting potential employees to fill positions needed within an organization. This process can be done internally, by filling positions with existing employees, or externally, by seeking candidates from outside the organization. Internal recruitment often includes promotions or job rotations, while external recruitment can be done through a variety of means, such as media advertising, job fairs, campus recruitment, and the use of job search portals. The primary goal of recruitment is to create a pool of qualified candidates so that the organization has the option to select the individual who best fits the needs of the position.²⁶

The next stage is selection, which is the process of screening candidates to ensure that the person being recruited has the qualifications and skills that match the job requirements. The selection process can involve a variety of techniques and tools, such as interviews, written tests, psychological tests, job simulations, and background checks. At this stage, the organization attempts to predict how well a candidate will perform in the position they are applying for and how they will contribute to the team and the organization as a whole. Proper selection involves identifying not only individuals who meet the technical requirements but also those who are a good cultural fit with the organization's values and environment.²⁷

After the selection process, selected employees will go through an orientation or induction stage. Orientation is the process of introducing new employees to the organization, including their work culture, policies, procedures, and coworkers. Good orientation helps employees feel accepted and understand the expectations and their role within the

²⁵ Pujiarti et al., "Orientasi dan Pelatihan Sumber Daya Manusia dalam Organisasi Pendidikan."

²⁶ Diana, "Sumber Daya Manusia dan Produktivitas Kerja."

²⁷ Priansa, *Manajemen Supervisi dan Kepemimpinan Kepala Sekolah*.

organization. This process is also important for building loyalty early on, so that new employees can adapt more quickly and begin to make productive contributions.²⁸

Human resource development is the next stage in the human resource management process. Human resource development involves various training and career development programs designed to enhance the skills and abilities of employees. In an ever-changing business environment, training and development are essential to ensure that employees can keep up with technological advances, regulatory changes, or market demands. These development programs can include technical training, leadership development, mentoring, and even the development of soft skills such as communication and time management. Human resource development not only improves employee performance but also creates opportunities for them to grow and develop within the organization, which in turn increases employee retention and commitment to the company.²⁹

Performance appraisal is another important part of Human Resource management. Through performance appraisal, organizations can evaluate the extent to which employees achieve their set targets, as well as identify areas that require further improvement or development. This appraisal is usually conducted periodically, either through annual formal evaluations or more frequent and informal feedback. In this appraisal process, organizations use various performance indicators to measure employee effectiveness, including goal achievement, work quality, initiative, and teamwork ability. A good performance appraisal is not only about assessing what has been achieved, but also serves as a tool for providing constructive feedback, designing development plans, and realigning individual goals with organizational goals.³⁰

Compensation and rewards are crucial aspects of the Human Resource management process. Employees who make significant contributions should be recognized through competitive salary structures, benefits, incentives, and other non-financial rewards. Fair and equitable compensation is essential to maintaining employee motivation, as well as minimizing the risk of dissatisfaction that can lead to turnover. In addition to financial compensation, many organizations also implement non-financial rewards, such as performance awards, public recognition, or opportunities for career advancement. An

²⁸ Maman Suryaman, "Orientasi Pengembangan Kurikulum Merdeka Belajar," in *Prosiding Seminar Daring Nasional: Pengembangan Kurikulum Merdeka Belajar Program Studi Pendidikan Bahasa Indonesia* (Bengkulu: Universitas Negeri Bengkulu, 2020), 13–28, <https://ejournal.unib.ac.id/semiba/article/view/13357>.

²⁹ Rizqi dan Zulkieflimansyah, "Peran Manajemen Sumber Daya Manusia dalam Upaya Peningkatan Manajemen Pengetahuan."

³⁰ Putri dan Ningrum Fauziah Yusuf, "Pengaruh Budaya Organisasi dalam Menciptakan Perkembangan Organisasi."

effective compensation and rewards strategy motivates employees to perform better and contribute to the long-term growth of the company.³¹

A good working relationship between management and employees is also a major focus in the Human Resources management process. This relationship is based on open communication, transparency in policies, and fair and efficient problem solving. One way to maintain a good working relationship is to provide a mechanism for resolving complaints or conflicts that arise, either through the Human Resources department, a union, or an internal mediation agency. A good working relationship creates a positive work environment, increases employee satisfaction, and reduces the risk of conflict that can disrupt organizational productivity.³²

Finally, the process of human resource maintenance is also important, which includes efforts to retain talented employees to remain loyal to the organization. Human resource maintenance involves creating a work environment that supports the physical and mental well-being of employees, developing a positive organizational culture, and providing opportunities for employees to grow and achieve work-life balance. Organizations that are successful in retaining their employees tend to have lower turnover rates, more engaged employees, and better overall organizational performance.³³

Overall, the Human Resource management process is a continuous cycle that not only focuses on recruitment, but also involves the development, assessment, and maintenance of the workforce in the long term. This process ensures that the organization can attract, develop, and retain the best talent, which ultimately supports the success and sustainability of the organization amidst increasingly fierce competition.³⁴

Madrasah Principal's Strategy in Developing Human Resources of Senior High Schools in Jambi

The strategy of the madrasah principal in developing human resources in Madrasah Aliyah in Jambi Province is a very important aspect in efforts to improve the quality of education and operations of the madrasah as a whole. As the highest leader in the madrasah, the madrasah principal plays a key role in planning, implementing, and evaluating various programs and policies aimed at developing teacher and staff competencies, strengthening

³¹ Andang, *Manajemen dan Kepemimpinan Kepala Sekolah*.

³² Ambiya, Ahmad Syukri, dan Kasful Anwar, *Manajemen Kepala Madrasah (Upaya Peningkatan Budaya Kerja Guru)*.

³³ Pujiarti et al., "Orientasi dan Pelatihan Sumber Daya Manusia dalam Organisasi Pendidikan."

³⁴ Novia Nour Halisa, "Peran Manajemen Sumber Daya Manusia 'Sistem Rekrutmen, Seleksi, Kompetensi dan Pelatihan' Terhadap Keunggulan Kompetitif: Literature Review," *ADI Bisnis Digital Interdisiplin Jurnal* 1, no. 2 (2020): 14–22, <https://adi-journal.org/index.php/abdi/article/view/168>.

work motivation, and ensuring that existing human resources are able to support the achievement of the madrasah's vision and mission.³⁵

One of the main strategies carried out by the principal of the madrasah in developing human resources is through improving the quality of teachers. Teachers are important assets in educational institutions, and their quality greatly affects the quality of learning received by students. Therefore, the principal of the madrasah often implements various training and professional development programs for teachers. These programs can include technical training related to improving teaching skills, using technology in learning, to updating teaching methods in accordance with the latest curriculum. The principal of the madrasah also encourages teachers to participate in activities such as seminars, workshops, and continuing education, both locally and nationally, to improve their knowledge and skills in various fields.³⁶

In addition, the principal of the madrasah also strives to create a work environment that supports professional growth for teachers and staff. This can be done by providing access to resources needed for self-development, such as libraries, innovative teaching materials, and adequate technological facilities.³⁷ The principal plays a role in ensuring that teachers have the opportunity to innovate in their teaching and are encouraged to use new, more effective approaches. The principal also provides frequent constructive feedback on teacher performance, aimed at helping them see areas for improvement and ways to improve teaching effectiveness.³⁸

Another important strategy is performance management through a regular assessment and evaluation system. The principal usually implements a systematic and ongoing performance assessment mechanism to monitor the quality of work of teachers and staff. This evaluation is carried out periodically to assess teaching effectiveness, communication skills, and administrative responsibilities.³⁹ Based on the results of this evaluation, the principal can give awards to teachers who perform well or provide recommendations for further development for teachers who need improvement. Regular

³⁵ Sakti et al., "Pengaruh Rekrutmen SDM, Penempatan dan Komitmen Kerja terhadap Kinerja Karyawan PT. LT di Jakarta."

³⁶ Hasan, "Hasil Wawancara dengan Salah Satu Kepala Madrasah Swasta (6 Februari)" (Jambi, 2024).

³⁷ Halisa, "Peran Manajemen Sumber Daya Manusia 'Sistem Rekrutmen, Seleksi, Kompetensi dan Pelatihan' Terhadap Keunggulan Kompetitif: Literature Review."

³⁸ Asnawi, *Tips Menjadi Kepala Sekolah Profesional*.

³⁹ Makruf, "Hasil Wawancara dengan Salah Satu Kepala Madrasah Swasta (15 Februari)" (Jambi, 2024).

evaluations not only serve as a monitoring tool, but also as a means to improve the quality of education through continuous feedback.⁴⁰

In addition, the principal of the madrasah must also be able to build a positive and collaborative work culture in the madrasah environment. This is done by creating an inclusive organizational climate, where every staff member feels valued and has an equal opportunity to develop. The principal of the madrasah often initiates activities that strengthen teamwork and communication between staff, such as regular meetings, group discussions, or activities outside of work hours that strengthen interpersonal relationships. A healthy work culture can increase employee motivation and encourage better overall performance.⁴¹

In developing human resources, the principal of the madrasah must also pay attention to the welfare aspects of teachers and staff. One strategy used is to ensure that they receive proper rights, both in terms of financial and non-financial compensation. The principal of the madrasah strives to ensure that teachers and staff receive salaries in accordance with applicable standards, as well as provide additional incentives or awards for those who excel.⁴² In addition, madrasah principals often focus on the aspect of work-life balance, by offering flexibility in working hours or providing adequate leave, so that teachers and staff can work more productively and still maintain their mental well-being.⁴³

Transformational leadership is often an approach applied by madrasah principals in human resource development.⁴⁴ In this leadership model, the principal acts as a leader who inspires and motivates teachers and staff to reach their maximum potential. The principal strives to be a good role model, by demonstrating integrity, commitment, and concern for the development of individuals under his leadership. Through open communication and an inclusive approach, the principal encourages innovation, creativity, and initiative among teachers and staff, so that they feel more empowered and motivated to contribute maximally to the progress of the madrasah.⁴⁵

Human Resource Development Strategy also involves clear career planning for teachers and staff. The principal plays an important role in helping them plan a career path

⁴⁰ Achmad Nasih dan Tri Asihati Ratna Hapsari, "Monitoring dan Evaluasi Kebijakan Pendidikan," *INTEL: Indonesian Journal of Teaching and Learning* 1, no. 1 (2022): 77–88, <https://journals.eduped.org/index.php/intel/article/view/112>.

⁴¹ Badarusman, "Hasil Wawancara dengan Salah Satu Kepala Madrasah Swasta (13 Maret)" (Jambi, 2024).

⁴² Hasil Wawancara Peneliti dengan Bapak Zainal Abiddin, salah satu kepala madrasah swasta di Jambi, Senin, 8 April 2024.

⁴³ Diana, "Sumber Daya Manusia dan Produktivitas Kerja."

⁴⁴ Faiqoh, "Supervisi Kepala Madrasah untuk Meningkatkan Profesionalisme Guru."

⁴⁵ Suyatno, "Strategi Kepala Madrasah dalam Pengembangan Kompetensi Profesional Guru di Madrasah Tsanawiyah Raudhatul Mujawwidin Rimbo Bujang Tebo Jambi."

that suits their interests, skills, and aspirations. This can involve providing mentoring or coaching programs, where senior teachers or the principal themselves provide guidance to junior teachers on how they can develop their careers in education. In addition, the principal also encourages the improvement of formal education, such as continuing education to a higher level or obtaining professional certification that can support their future careers.⁴⁶

No less important, the principal of the madrasah must also pay attention to technological developments and how this technology can be utilized in human resource development. In the digital era like today, mastery of information technology is very important, both in the learning process and in school management. The principal of the madrasah is responsible for ensuring that teachers and staff have adequate technological skills and continue to follow the latest developments in educational technology. Training related to the use of educational software, online learning management systems, and interactive learning technologies must be provided periodically so that teachers and staff can use technology effectively in their work.⁴⁷

On the other hand, the principal of the madrasah is also often involved in cooperation with external parties, such as education offices, universities, and training institutions, to support the development of human resources in the madrasah. Through this cooperation, the madrasah can gain access to training programs, certification, and other broader professional development activities. The principal of the madrasah must actively establish relationships with various parties who can provide support in improving the quality of teaching staff and staff, and take advantage of existing opportunities to obtain assistance in the form of material or non-material.⁴⁸

Overall, the strategy of the madrasah principal's in developing human resources in Madrasah Aliyah in Jambi Province is a combination of various approaches that include professional development, improving welfare, performance management, building a collaborative work culture, and utilizing technology and external resources. These strategies are not only aimed at improving the performance of teachers and staff, but also at creating a quality educational environment, where all components of the madrasah can work together to achieve optimal results in student learning and development. Madrasah principals who are

⁴⁶ Widodo, Nabilah Saputri, dan Nova Intania, "Strategi Rekrutmen SDM untuk Memenuhi Kebutuhan Pendidik dan Tenaga Kependidikan di Pendidikan Terintegrasi Pondok Pesantren Mahasina Darul Qur'an Wal Hadits (MTs dan MA)."

⁴⁷ Darmawan et al., "Pola Prediksi Kelulusan Siswa Madrasah Aliyah Swasta dengan Support Vector Machine dan Random Forest."

⁴⁸ Suyatno, "Strategi Kepala Madrasah dalam Pengembangan Kompetensi Profesional Guru di Madrasah Tsanawiyah Raudhatul Mujawwidin Rimbo Bujang Tebo Jambi."

successful in developing human resources will see significant positive impacts, both in terms of the quality of education and in the efficiency and effectiveness of the madrasah's operations.

CONCLUSION

The strategy of the madrasah principal in developing human resources in Madrasah Aliyah in Jambi Province is very crucial to improve the quality of education and operational efficiency of the madrasah. The madrasah principal plays a central role in planning, managing, and evaluating the professional development of teachers and staff through training programs, performance assessments, creating a collaborative work culture, and utilizing technology. In addition, employee welfare, career development, and cooperation with external parties are also important elements in this effort. By implementing the right strategy, the madrasah principal can ensure that the madrasah's human resources are able to meet the challenges and demands of modern education, which will ultimately have a positive impact on improving the quality of the madrasah and achieving educational goals. Strategies that can be implemented by the principal in developing human resources in Madrasah Aliyah in Jambi Province include teacher professional development through continuous training, regular performance assessments, and the creation of a collaborative and innovative work environment. The principal also pays attention to the welfare of teachers and staff by providing adequate support, both financially and non-financially. Challenges faced include budget constraints and lack of access to external professional training. In conclusion, good management of the principal plays an important role in developing quality human resources, which has a direct impact on improving the quality of education in Madrasah Aliyah Jambi Province. Effective human resource development is very important to improve the quality of education and madrasah operations.

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