

# The Instructional Human Resource Planning In Improving Quality Learning In Educational Institutions

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## ABSTRAK

Islamic educational institutions are currently competing to get students and get quality human resources to improve the quality of the institution. Human resources are an important element because they play an active role in improving the quality of the institution. Human resources are the driving force of educational institutions that determine the quality of the institution. The purpose of this study is to formulate how human resource management is carried out at the Amanatul Ummah International Standard Madrasah Education Institution with a research focus on planning, recruitment, placement and, and development of human resources in improving the quality of institutions at MBI Amanatul Ummah Pacet Mojokerto the phenomenon in its entirety. Data collection techniques using in-depth interviews, field observations and documentation as supporting. The results of the study found that human resource planning refers to the needs of students as customers, while recruitment refers to the need to maintain quality. Placement and development of human resources at the Amanatul Ummah International Standard Madrasah are based on the results of the evaluation of the teacher council, advice from the kyai of the pesantren. The results of the study also showed that the right recruitment of human resources can improve the quality of the institution. Human resource development has an effect on better student services. This study concludes that improving the quality of institutions can be done through recruitment, evaluation, advice and development or read as a theory in improving the quality of institutions

## INTRODUCTION

The management of educational institutions is currently faced with very tight competition between institutions. Institutions compete to obtain students or learners, as well as to obtain educators or teachers with good quality. Each educational institution tries to improve the quality of its institution so that it can be trusted by the community so that they are willing to entrust their students to study at the institution. Students who have good skills and quality are certainly the hope of each institution because by joining quality students, it can produce quality graduates who can bring a good name to the institution.

The role of human resources is very necessary in the implementation of madrasah development, and even occupies a strategic position as the main factor in implementing various madrasah quality development program plans. Likewise, the absence of good human resource support has an impact on the existence of madrasahs which are very difficult to develop properly. The development of human resources (HR) in madrasahs is a process that is carried out consciously, directed, programmed and integrated, aimed at improving the quality of human life in order to be able to manage the Islamic educational institution properly, so that the madrasah becomes quality and superior. The excellence of the quality of madrasahs is an important value, considering that parents and guardians want quality schools for their children. With better quality, the Amanatul Ummah International Standard Madrasah is expected to be able to compete with madrasahs in its environment. The Amanatul Ummah International Standard Madrasah has a special character, namely an Islamic educational institution that is able to deliver most of its students to enter the college they want. Madrasahs that have succeeded in improving

the position of madrasahs that previously could not compete with other institutions, but now. able to exceed the quality of other educational institutions in its environment. The madrasah has now become a madrasah that is able to deliver most of its students to penetrate well-known universities both domestically and abroad. This institution is located in a modern Islamic boarding school environment in the sub-district of Kembangbelor Village, Pecet District, Mojokerto Regency. The unique location of the institution on the slopes of Mount Welirang surrounded by hills and pine forests creates a comfortable learning atmosphere for students who study at the institution.

This Islamic boarding school was only established in 2006, relatively new compared to other Islamic boarding schools. At the age of 14 years, it already has thousands of students and is studying at the Islamic boarding school. In the Islamic boarding school there is a madrasah, namely the Amanatul Ummah Pacet Mojokerto International Standard Madrasah. At the beginning of its establishment, the Amanatul Ummah Pacet International Standard Madrasah only received 49 students in the first year and 65 students in the second year as students. Over time and the development of the achievements and quality of the Amanatul Ummah Pacet International Standard Madrasah, the number of students has increased to 430 students who are students of the Amanatul Ummah Pacet International Standard Madrasah. In 2020, there were 300 alumni who graduated from the madrasah at Amanatul Ummah and entered various universities in the world (Germany, Russia, China, and various Middle Eastern countries). One by one, MBI Amanatul Ummah received awards, starting from the best school to the best education system that successfully maintained the quality of its graduates to enter the top five universities in Indonesia and various universities in the world. The names of students of the International Madrasah Amanatul Ummah who entered state universities or who had been accepted at universities abroad were displayed on posters on the side of the road to the Islamic boarding school complex of the International Madrasah Amanatul Ummah.

Every year, the Amanatul Ummah International Madrasah opens registration for students long before the new school year begins. This registration is opened because of the large number of prospective students who are interested in studying at the madrasah. Seeing the large number of students who are interested in studying at this international madrasah, the madrasah is required to be able to provide qualified human resources to educate and serve the students. Students who are interested in studying at the Amanatul Ummah International Madrasah are the result of a strict selection process, therefore these students need qualified mentors, teachers and staff to be able to provide good service to the students. Teachers and staff who serve the institution are human resources who are selected from a selection process that is carried out in stages following the customs that exist in the institution.

Human resources are an important element for the purpose of the institution. An important role in the organization's quality management system is the planning of existing human resource recruitment. Therefore, effective efforts are needed in developing human resources in an institution. Effective and consistent efforts are needed to continuously improve the quality of human resources in educational institutions. Through an effective management system, the quality of human resources in educational institutions can be improved. This is in line with research conducted by Netsi Hudy in Bujang, which shows the great influence of good management on improving the quality of human resources (Bujang Rahman, 2013).

Education is the process of bringing students towards maturity, which means having the ability to learn, learn, and change opinions. Thus, education is one of the most important components in human life, in an effort to save humans from ignorance, decline, and the backwardness of globalization. Academic mastery is not the only goal of education; education must also involve character formation. Educators in schools must pay attention to the balance of character formation and academics. If this balance can be achieved in the formation of students'

characters to be more qualified from the perspective of faith, science, and morality, it will be very beneficial.

Human resources are very important for an organization, especially in educational institutions. Because human resources are the part that is directly involved in the educational process of students, the quality of educational institutions can be measured by the number of human resources they have. Human resources determine the direction of an organization through the organizational activities they carry out. Organizational activities in an educational institution are directed at transferring the knowledge of teachers to their students. Transfer of knowledge is a teaching and learning process in which a teacher has sufficient knowledge and then the knowledge is transferred to students who are ready to receive the knowledge. Human resources must develop along with the development of the organization, just as educational institutions continue to develop according to the needs of their students. These human resource needs must be met so that the organization can continue to develop in accordance with the vision and mission that are in line with the educational institution. Human resource management is an important component in the management of educational institutions as a whole. This can be achieved by empowering all madrasa residents to work together to achieve educational goals by jointly managing all teaching staff and education personnel through the human resource management system in the madrasa (Mustajib, Prim Masrokan Mutohar, & Imam Fuadi, 2022).

Human resource management is an interesting science and can be continuously researched. Human resource management can be associated with various disciplines that can be well associated. Human resource management can be associated with the quality of an institution. The close relationship is a research gap, especially in terms of planning, recruitment, placement, and development of human resources. Good human resource management can improve the quality of an institution and can produce people who are useful for the nation and state. The essence of developing quality human resources is how to prepare humans for productive development that is beneficial for themselves, their families, their community, their religion, their nation, and their country (Asnik Khuroidah, Binti Maunah. 2022).

Islamic educational institutions need an institutional reference as an institutional benchmark, where an institution will be taken to develop its quality. The continued gap in the quality of graduates of Islamic educational institutions is a challenge that must be solved together. The view of the quality of graduates of educational institutions has shifted from graduating to graduating and entering the desired university. This shift in the view of quality has made Islamic educational institutions improve. Graduates of Islamic educational institutions still do not have enough capital to enter universities, especially the 5 major universities in Indonesia. Major universities in Indonesia demand good quality graduates as input to continue the education process to the university level.

To maintain a balance between the number of students studying at the madrasah and the teaching staff and education personnel, human resource planning must be carried out. The rapid development of madrasahs requires human resource planning that is in accordance with the needs of the madrasah. Planning is carried out according to the needs of class development, the comparison of the number of students and the need for in-depth study of the material required by students. The need for teaching staff is planned through a meeting led by the head of the madrasah. This planning is absolutely necessary so that the ratio between students and teachers can be met with high standards. Class development must be followed by the development of the number of teachers and education personnel who are balanced and have the same abilities as others.

Recruitment in madrasah is necessary because of the large need for teaching staff in addition to the rapid development of madrasahs and also because of the presence of teaching and education staff who are transferred to other institutions within one foundation. This vacancy must be immediately replaced with new recruitment so that there is no imbalance in the

institution. To overcome this shortage of staff, it can be done temporarily by dividing or distributing the teaching load with other teaching staff. The development of students and the development of very rapid learning materials can cause a lag in material if replacement recruitment is not carried out immediately. Recruitment is carried out in a closed manner. The purpose of closed recruitment is to obtain human resources who are already well known according to the needs required.

Human resource evaluation of madrasa personnel is more directed at providing motivation so that the person concerned can improve their performance. Evaluation is carried out by the madrasa coordinator so that each personnel can continue to improve their performance. Evaluation is carried out comprehensively by the madrasa coordinator in a teacher council meeting as well as to teachers or educators and education personnel according to the results achieved during a certain period. Evaluation is also carried out as a basis for placing, transferring, and developing human resources at the madrasa. The evaluation is intended to maintain the performance of the education and non-education personnel so that they can improve services to students. Evaluation is carried out at certain times with the hope that teachers and education personnel can continue to be enthusiastic considering that the purpose of joining this madrasa is to worship

Human resource development is carried out by conducting training, opportunities to obtain higher education. The institution provides extensive opportunities for personnel who wish to develop themselves by providing various facilities and dispensations for personnel who continue their higher education. Special training is provided to personnel who are less proficient in a particular field. This training and development must be carried out because of the demands of the development of learning materials and the increase in the abilities of students who enter through increasingly stringent selection. Human resource development is carried out by conducting training and providing opportunities to improve teacher education. Improving teacher education is needed so that it can adapt to the development of student abilities.

Placement of human resources is based on the expertise and education of the teaching and education personnel. The expertise required by the madrasah is important considering that a job must be done by competent resources in their fields. Placement of human resources in the madrasah is carried out for the first time after recruitment is carried out and the personnel are declared accepted as members of the madrasah organization. Placement carried out by the madrasah as the starting point of devotion to the madrasah. From the beginning of the placement is the point where observations of the personnel begin. This placement is in accordance with the needs of the organization by considering the workload or teaching load of the teaching staff. The placement of personnel will continue to be monitored for its development against the needs of the organization that continues to grow.

Seeing how important human resources are in the education system, human resource development must be carried out properly. Human resource development in an organization including madrasahs, is not just a matter of procuring human resources, but rather an integrated action from various functions ranging from planning, staffing or recruitment, assessment and development of human resources. Human resource development at the International Madrasah Amanatul Ummah is very important, so that the human resources in the madrasah can follow and realize the ideals of the institution. The realization of the ideals of the institution can be stated in the vision and mission of the madrasah as follows: The realization of superior, whole and noble human beings For the glory of Islam, Muslims and the Indonesian nation and for the success of the ideals of independence and implementing an education system that applies strictly and responsibly (Rufaiqoh Efi Muhaimin, 2017).

Research that links recruitment, placement and development planning of human resources with sustainable improvement of the quality of madrasah institutions is still minimal. How



recruitment, placement and development planning can support long-term improvement of the quality of institutions. The impact of the external environment, such as economic or social changes, and how this affects the recruitment, placement and development planning strategy of human resources, especially teaching resources, needs to be studied more. This study is specifically aimed at examining how the recruitment, placement and development planning process of teachers in madrasahs supports sustainable improvement of quality.

From field observations and observations made by researchers, Madrasah Bertaraf Internasional Amanatul Ummah is a madrasah that is able to deliver its students to enter the universities that the students aspire to continue their education. Students who are interested in studying really hope to get education and services so that they can enter the universities they aspire to. Good service and education require continuous continuity so that the quality of the madrasah is maintained well. Good service and education can be realized with good teaching and learning activities carried out by qualified human resources in their fields. Qualified human resources in their fields are obtained through human resource planning. Human resource recruitment is a continuation of human resource planning to invite human resources to join educational institutions. Placement of human resources is important for organizational activities so that individuals are in the right position in the organization. Human resource development is needed in an institution so that the educational institution can respond positively to the development and expectations of the students.

## METHOD

Based on the scientific field studied, this research is a study on educational management, based on the location studied, this research is a field research using a descriptive phenomenological study through a qualitative approach. Qualitative research is a research used to describe and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, and people individually or in groups. Descriptive research methods are methods used to analyze events that occur during the research. What is meant by descriptive research is a research method that is carried out to obtain an overview of the current or ongoing conditions. The data used are not in the form of numbers but rather the data comes from or through interviews, field notes, personal notes and other official documents. So that the purpose of this qualitative research is to describe the actual events that Madrasah Bertaraf Internasional Amanatul Ummah Pacet.

Research method is a scientific way used to obtain data with a specific purpose (Sugiono, 2008). Research method is a method used to obtain data with a specific purpose. Scientific method is a research activity based on the characteristics of rational, empirical and systematic science. Based on the explanation above, it can be concluded that research method is a scientific way to obtain data with a specific purpose and use.

There are several terms used for qualitative research, namely naturalistic or natural research or inquiry, ethnography, symbolic interactionism, perspective, ethnomethodology, phenomenology, case study, interpretive, ecological, and descriptive. Qualitative methodology as a research procedure that produces descriptive data in the form of written or spoken words from people whose behavior can be observed.

Qualitative research from another definition can be said to be research that utilizes open interviews to examine and understand the attitudes, views, feelings and behavior of individuals. or a group of people. From the several definitions above, it can be said that qualitative research conducted in this study is research that has the aim of understanding the phenomenon of what happens in the object of research (Moleong, J, Lexy , 2014).

## RESULT AND DISCUSSION

### *Results*

Human resource planning at the Amanatul Ummah International Standard Madrasah begins with the formulation of human resource needs by the curriculum field according to W1WKM interview data, human resource needs are formulated by the party that needs the resources. The need for new resources is due to a shortage of teachers because they resign or are assigned to other institutions within the same foundation. The shortage of human resources is immediately sought to be replaced. Before the replacement teacher or human resource arrives, the tasks and obligations left behind will be temporarily taken over by other members who have the same competence. In this case, the role of MGMP is to arrange for learning and services to students to continue to run well. Predicting human resource demands . Planning for human resource needs involves determining the number, skills, and location of human resources that an organization will need to achieve its goals in the future. Availability forecasting, also known as availability forecasting, is used to determine whether an organization is able to employ human resources with the required skills, and from where they will be sourced. This forecast helps indicate the likelihood that the required number of human resources will be met from within the organization, from outside the organization, or from both. In addition, it is possible that the required skills are not readily available from current resources.

According to Husaini Usman, Planning is a decision-making process about various choices about goals and ways to achieve them, how to supervise them, how to evaluate them, and evaluate the results of their implementation, which are carried out in a systematic and sustainable manner.

Before opening the announcement, the temporarily empty class or hour will be filled by MGMP members first, with the view that MGMP members understand each other's tasks and the capacity of the human resources needed. These MGMP members fill each other's shortcomings so that they are expected to be able to serve students well according to the expertise of each MGMP member according to W1KM data. The data proves that there is mutual replacement and filling of responsibilities left before recruiting new human resources.

Human resource planning is a management process that includes activities, forecasting, fulfillment, and arrangement of the workforce to improve the benefits and success of the organization. The arrangement of human resources mentioned above is carried out in line with this process. human resource arrangement is an effort made by an institution to fill the gap in human resources so that the organization or institution continues to run well. Good planning will have an effect on the wheels of the institutional organization. This is in accordance with Agus Sunarso's research that planning is adjusted to the needs of the future workforce so that the quality of the workforce is expected to be better.

Human resource planning at the Amanatul Ummah International Standard Madrasah is adjusted to the needs of the institution at that time. The need for teachers or educators by looking at the teaching load of teachers in the MGMP. Teachers should not teach too much or avoid excessive teaching hours, because this will affect the physical condition of teachers and the ability to transfer knowledge to students according to W1WKM data. In the data, excessive teaching hours for teachers are avoided so that they can serve students well. Service to students is very important so that students continue to feel cared for and feel comfortable in the learning process.

To maintain quality, the teaching hours of teachers or education personnel are arranged in such a way that teachers teach according to their fields and with the same teaching hours as other teachers. Classes that have not been covered will be temporarily filled by teachers who are members of the MGMP so that there are no empty teaching hours. Teachers are also maintained with teaching hours with the consideration that they can still accompany students and learn to develop themselves. Accompanying students and always being in touch at all times is a habit

carried out by teachers of the Amanatul Ummah International Standard Madrasah. The willingness to accompany students is one of the important criteria according to W1KM data. Accompanying students will read it as a charity because they must be able to relate to children and consult with them. Teachers must be able to relate to students, they can also relate to most consultations with children because it is a responsibility to have a good relationship with students. Providing time for consultation and always being in touch is the teacher's obligation as well as a means of preaching that must be carried out by teachers of the Amanatul Ummah International Standard Madrasah. Students become objects of preaching, which are very valuable. Teachers always convey the knowledge they have, transfer knowledge and at the same time values that are believed to be good.

### *Discussion*

Prim Masrokan in his book said in their role as the spearhead of the teaching and learning process in the classroom, teachers have a very important central role in determining the success of their students. Good teachers can help students learn well. Therefore, the principal or head of the madrasah is required to have the ability to encourage and empower teachers to carry out their responsibilities and duties professionally. Professional teachers must have a high commitment and have abilities that are in line with their field of expertise. This commitment helps improve the quality of the learning process in the classroom. High-quality learning can improve student learning achievement. Schools or madrasahs can only achieve this if they can enable all components of education to carry out their duties and functions well (Prim Masrokan Mutohar, 2013).

Mangkunegara stated that human resource planning is the process of determining workforce needs based on forecasting, developing, implementing, and controlling those needs. This process is integrated with the organization's plan to create the right and economical number of workers, workforce placement. Human resource planning at the Amanatul Ummah International Standard Madrasah is in line with Mangkunegara's theory that the entire human resource planning process is directed and integrated with the organization's master plan. The planning also includes the placement of human resources according to their expertise so that the wheels of the organization can run well (Anwar Prabu Mangkunegara, 2017).

Human resource planning also means determining the need for human resources in terms of the number and qualifications to fill various jobs in the organization now and in the future. Human resource planning at the Amanatul Ummah International Standard Madrasah can be done by considering the needs of the institution at that time and in the future, the absence of teaching hours in class, excess teaching hours for teachers and the availability of teacher time for consultation and accompanying students so that students do not experience difficulties in receiving lessons or working on questions. The purpose of this assistance is that graduates of the Amanatul Ummah International Standard Madrasah can continue to their intended college. As conveyed by Mr. Puji Leksono in the W1SBSD1 interview data, who stated that being happy if students get the school they want will continue to provide encouragement for students who have not found the school they want (Tomy Michael, 2017).

The W1SBSD1 data above proves that all human resource planning efforts at the Amanatul Ummah International Standard Madrasah are aimed at serving and educating students as a means of preaching which will eventually lead to students achieving their dreams of entering the college they want. The form of sadness is empathy, the Amanatul Ummah International Standard Madrasah institution Pacet Mojokerto provides special attention to customers. This attention is also to understand their needs and goals in studying at the madrasah.

For the International Madrasah Amanatul Ummah itself, this human resource planning aims to deliver students to achieve the goal of becoming great scholars in Indonesia. Then become leaders of the Indonesian nation who can realize the welfare of the Indonesian nation, then

become a large association that can provide maximum contribution to the Indonesian nation, and become qualified and responsible professionals in their fields.

The planning of educator recruitment is also carried out by considering the existence of educators or teachers who resign or step down. Mr. Saiful said, "But as long as there are teachers who resign from the curriculum, it will be from me. But then in the end there will be a vacancy in the subject that is being taught, right?" Teachers who resign will be temporarily replaced by MGMP members before a replacement is obtained. The replacement teacher must have qualifications that meet the standards at the Amanatul Ummah International Standard Madrasah.

With the human resource planning that has been carried out so far, the International Standard Madrasah Amanatul Ummah has improved the quality of its institution because teachers have enough time to guide and provide consultation to achieve the students' ideals. Students are encouraged to have the initiative in learning so that teachers must prepare various materials to support the students' activities. Each student is a different individual and has different growth. It is the teacher's and institution's task to be able to guide the students towards their ideals. The human resource planning is in accordance with Mangkunegara's theory which states that the entire human resource planning process is directed and integrated with the organization's master plan which has the main goal of guiding the students to achieve their ideals. (Yatim, Riyanto, 2010).

The qualifications of teachers to be recruited have a minimum requirement of a Bachelor's degree in their field but are preferred for Master's qualifications. This was stated by the deputy coordinator and the teacher concerned. This qualification is important to maintain quality where it is stated in Law Number 20 of 2003 concerning the National Education System, Article 1 stipulates national education standards as the minimum standard for the education system throughout the jurisdiction of the Unitary State of the Republic of Indonesia, and Article 35 stipulates that national education standards must be improved periodically and systematically in terms of content, process, graduate competency, education personnel, facilities and infrastructure, management, financing, and education assessment. This is in accordance with Marwansyah's opinion that human resource planning is the process of determining the type (quality or qualification) and number (quantity) of workers that are in accordance with the needs of the organization in the future. In this case, the number required is in accordance with teachers who resign or resign and the qualifications that must be met are at least a Bachelor's degree and have an NU background. The importance of these qualifications is to guarantee Assurance or guarantees which are the ability of the International Madrasah Amanatul Ummah Pacet Mojokerto institution to serve its customers with confidence. The ability to provide these guarantees is proven by the number of students accepted at universities both domestically and abroad. Quality assurance that is continuously proven by the institution.

Educator and Education Personnel Standards (SPT): are criteria regarding pre-service education and physical and mental eligibility, as well as in-service education, the educator standards applied to the Amanatul Ummah International Standard Madrasah are at least a Bachelor's degree in their field and have a life outlook that is in accordance with the cultural norms of the Amanatul Ummah International Standard Madrasah, namely Ahlussunah wal Jamaah because the Amanatul Ummah International Standard Madrasah is an educational institution under the auspices of NU. In addition, teachers must also have pedagogical skills to transfer knowledge to students according to the fields they teach. This is in line with the research The results of this study indicate that the human resource planning carried out focuses on the capacity and competence of educators and education personnel, so that it is hoped that the quality of education will emerge in the development of student character and abilities (Dinda N Aprianty, 2023).

Several indicators of human resource planning that exist at the Amanatul Ummah



International Standard Madrasah and obtained by researchers include job requirements, job standards, job activities and organizational needs as aspects of job analysis. Job analysis was found by researchers in administrative documents containing the teaching load of each educator. In addition, researchers also obtained other indicators of human resource planning, namely the vision and mission of the organization's goals, organizational structure, delegation of authority as aspects of the organization (Siregar, 2022).

For the aspect of workforce supply, the researcher used a document containing a list of all human resources at the Amanatul Ummah International Standard Madrasah. This list of human resources contains the name of the employment status and year of entry into the Amanatul Ummah International Standard Madrasah. This list is an indicator of the number of workers, human resource capabilities, education level, age and gender composition, distribution of human resources and curriculum, and human resource competencies. Details of this list can be seen in the appendix.

Field observations conducted by researchers found teachers providing consultation guidance to students. In the classroom environment, students follow the lessons and assignment instructions given by the teacher, and researchers saw several students talking in groups with a teacher sitting in a circle on the floor in front of the class. Researchers found that several students spoke in Arabic or English, and the teacher also spoke both languages.

The supporting documents observed by the researcher in the planning were the teaching schedules of each teacher. From the list, data can be obtained on teachers who have much more teaching hours compared to other teachers. From this data, teaching hours will be equalized or new teachers will be recruited. The administrative documents are soft copies stored in the administrative computer. The teaching schedules of the teachers are submitted to the relevant teachers so that they can be implemented properly according to the schedule that has been set. A schedule that is implemented according to plan indicates a good plan in an educational institution. Compliance with the schedule is a driving force for students to study hard.

In addition to the teaching schedule, researchers also obtained data on teachers who resigned and new teachers who joined to serve at the Amanatul Ummah International Standard Madrasah. Data on teachers who resigned can be seen in the appendix. Meanwhile, teachers or human resources who resign will also leave empty positions, the positions left by teachers and human resources are in the appendix. The vacant positions left will be filled by new human resources who enter the following year. These incoming human resources can be seen in the appendix, data on teachers who resigned and resigned, some of whom have been replaced by new teachers. Some of these teachers are still undergoing the adjustment and pre-service process to occupy the specified position, then through the evaluation process from the MGMP, the teacher council and input and suggestions from the community.

In accordance with Hasibuan's theory, human resource planning includes three aspects, namely organizational information where in this case this information contains the vision and mission of the institution, job analysis in this case is work, teaching SOP, teaching hours and the last aspect is the aspect of workforce supply. All of these aspects exist at the Amanatul Ummah Pacet International Standard Madrasah. It can be said that human resource planning carried out at the Amanatul Ummah International Standard Madrasah follows Hasibuan's theory with three main aspects that have been proven by interviews and documents in the description above (Malayu Hasibuan, 2021).

In accordance with Marwansyah's theory that human resource planning is human resource planning is the process of determining the type (quality or qualification) and number (quantity) of workers that are in accordance with the needs of the organization in the future. In this case, the number needed is in accordance with teachers who resign or resign and the qualifications that must be met are at least S1 and have an NU background. Ideological background is important when an institution recruits so that individuals who will become part of the institution do not

experience problems.

Human resource planning carried out at the Amanatul Ummah International Standard Madrasah is in accordance with the theory of Marwanyah and Hasibuan where the adequacy of teachers is important to serve students both in lessons and in consultations to complete lessons. The services received by students are expected to be able to lead students to the four goals of students studying at the Amanatul Ummah International Standard Madrasah which have been mentioned above. The guardians of the students were satisfied with the quality of teaching at the madrasah. The teachers showed high dedication in teaching and ensuring that our children understood the material well. The teaching materials delivered were also in accordance with the needs of the children and relevant to the development of the times. This is in accordance with Kotler's theory and reinforced by Agus Zainul that customer satisfaction can be a guarantee to obtain services that are in accordance with customer desires.

## CONCLUSION

Human resource planning at the Amanatul Ummah International Standard Madrasah is carried out by considering the needs of students as *customers* in addition to this human resource planning still paying attention to the culture and goals of the institution. The planning includes recruitment planning, planning for lacking subject teachers, filling vacant positions and future development. Planning is carried out by the board of teachers with consideration from the community and madrasah leaders.

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