

Human Resource Management Based On Islamic Values At Madrasah Aliyah Nurul Qarnain In Facing The Challenges Of The Digital Era

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Informasi Artikel	Abstract
E-ISSN : 3026-6874 Vol: 2 No: 10 October 2024 Halaman : 60-66	<i>In order to meet the difficulties of the digital age, this study intends to examine how Islamic educational institutions apply Human Resource management based on Islamic principles.. This study uses a qualitative method with a case study approach on an educational institution that applies Islamic principles in human resource management, such as trust, justice, and excellence. The research results show that the integration of Islamic values in human resource management significantly improves the performance, loyalty, and satisfaction of educators. However, the challenges in digital literacy are still felt by most educators, even though institutions have provided regular technology training. The implementation of a collaborative culture through deliberation has proven effective in enhancing innovation and the involvement of educators in the decision-making process. The use of digital technology tailored to Islamic values, such as sharia-compliant human resource management applications, also strengthens aspects of transparency and justice in institutional management. In conclusion, Human Resource management based on Islamic values, supported by digital technology, is capable of improving performance quality and creating a harmonious work environment that is relevant in addressing the challenges of the digital era.</i>
Keywords: Human Resource Management, Islamic Values, Digital Era	

Abstrak

Untuk menjawab kesulitan era digital, penelitian ini bermaksud mengkaji bagaimana lembaga pendidikan Islam menerapkan manajemen SDM berdasarkan prinsip-prinsip Islam. Penelitian ini menggunakan metodologi kualitatif dan teknik studi kasus untuk mengkaji suatu lembaga pendidikan yang mengelola sumber daya manusianya dengan menggunakan nilai-nilai Islam, antara lain keadilan, keunggulan, dan amanah. Hasil penelitian menunjukkan bahwa integrasi nilai-nilai Islam dalam manajemen SDM secara signifikan meningkatkan kinerja, loyalitas, dan kepuasan tenaga pendidik. Namun, tantangan dalam literasi digital masih dirasakan oleh sebagian besar tenaga pendidik, meskipun lembaga telah menyediakan pelatihan teknologi secara berkala. Penerapan budaya kolaboratif melalui musyawarah terbukti efektif dalam meningkatkan inovasi dan keterlibatan tenaga pendidik dalam proses pengambilan keputusan. Penggunaan teknologi digital yang disesuaikan dengan nilai-nilai Islam, seperti aplikasi pengelolaan SDM berbasis syariah, juga memperkuat aspek transparansi dan keadilan dalam manajemen lembaga. Kesimpulannya, manajemen SDM berbasis nilai-nilai Islam, dengan dukungan teknologi digital, mampu meningkatkan kualitas kinerja dan menciptakan lingkungan kerja yang harmonis serta relevan dalam menjawab tantangan era digital.

Kata Kunci : Manajemen SDM, Nilai-Nilai Islam, Era Digital

INTRODUCTION

The digital era has fundamentally changed the paradigm of education, including how Islamic educational institutions manage human resources (Al Haddar et al., 2023). Technology and globalization have created new demands in the management of educators, where digital competence, innovation, and adaptability are key (Zabolotska et al., 2021). Data from UNESCO states that 90% of educational institutions worldwide are in the process of digitizing their learning systems and human resource management (Langthaler & Bazafkan, 2020). In Indonesia, Islamic educational institutions are also starting to adapt to this trend. The transformation of Human Resource management based on Islamic values is highly relevant for improving the quality of educators who are not only adaptive to technology but also possess strong spiritual integrity (Uyuni & Adnan, 2020).

Human resource management grounded in Islamic values offers a solid ethical basis for hiring, training, and empowering teachers. (Yusufali, 2021). Values such as trustworthiness, justice, and benevolence serve as the foundation in shaping educators who are not only professional but also have character (Van Dyk et al., 2020). A study by the Islamic Educational, Scientific and Cultural Organization (ISESCO) shows that educational institutions applying Islamic-based management principles can increase the loyalty and productivity of educators by up to 30% (Rufai, 2021). Integrating Islamic values into human resource management can create educators with a strong work ethic and the ability to face the challenges of the digital era without neglecting morality (Shaddiq & Irpan, 2023).

The primary obstacle facing human resource management in the digital age is the disparity in educators' digital skills. (Goulart et al., 2022). Many educators in Islamic educational institutions are not yet ready to face technological changes, especially in utilizing digital-based learning media. A poll conducted by the Ministry of Education and Culture in Indonesia found that 45% of educators in Islamic educational institutions still have limitations in mastering information and communication technology. To address this challenge, Human Resource management must be designed with a digital skills development strategy that aligns with Islamic values (El-Kot et al., 2022).

Islamic value-based Human Resource management also encourages the formation of a collaborative and inclusive work culture, where all parties can contribute optimally (Febrini et al., n.d.). This approach teaches the values of deliberation and togetherness, which are essential for addressing the complexities of Human Resource management in the digital era (Armstrong & Taylor, 2023). Educational institutions that implement a collaborative approach in Human Resource management tend to have higher job satisfaction levels, with research showing an increase of up to 20% in educator satisfaction. In order to solve human resource issues in educational institutions, particularly in the digital age, a cooperative culture based on Islamic principles becomes essential. (Al Haddar et al., 2023).

The transformation of Human Resource management in Islamic educational institutions must focus on the balanced development of competencies, spirituality, and technology (Amet, 2023). In the digital era, the success of educational institutions is not only determined by technical abilities but also by the spiritual strength that underpins the integrity and social responsibility of educators (Iksal et al., 2024). Research at Madrasah Aliyah Nurul Qarnain shows that educators who have a balance between technical competence and spirituality tend to be more effective in teaching and have a greater impact on students. By combining Islamic value-based human resource management and digitalization, educational institutions can produce outstanding, competent, and highly integrity educators in this increasingly complex era (Cahyono et al., 2024)..

METHOD

This research uses a qualitative approach with a descriptive-analytical method (Kahkhaei & Sarani, 2020). The qualitative approach was chosen because this research aims to explore and understand how the application of Human Resource management based on Islamic values can create excellent educators in the digital era. Researchers will uncover this phenomenon through observation, in-depth interviews, and document analysis at the Islamic educational institutions that are the focus of the study (Supriyanto et al., 2022).

The research was conducted at Madrasah Muadalah Aliyah Nurul Qarnain Jember, which has implemented Human Resource management based on Islamic values and is currently undergoing the process of digitization. The selection of this location was based on the criterion that the institution has already integrated Islamic values into their Human Resource management and is in the stage of developing digital technology to support the performance of educators.

The subjects of this research include educators, Human Resource managers, and heads of institutions. Educators will provide perspectives on how they feel the impact of implementing Islamic-

based Human Resource management in their daily lives, especially in facing the digital era. The education board of the Nurul Qarnain Islamic boarding school provides information about policies, strategies, and the implementation of human resource management, while the Head of the Madrasah will give an overview of the institution's vision in integrating Islamic values and digital technology.

Data collection techniques were carried out through observation, interviews, and documentation (Kang & Hwang, 2021). Researchers conducted observations of daily activities in educational institutions, specifically related to human resource management practices, interactions among educators, and the use of digital technology. This observation helps researchers understand the context and dynamics occurring in the field (Darlington & Scott, 2020). In-Depth Interviews are a technique used to obtain information from research subjects regarding their experiences in the implementation of Human Resource management based on Islamic values, as well as the challenges and opportunities in the digital era (Sholeh et al., 2021). The interviews were conducted semi-structured with the education board, school principals, educators, and educational staff at Madrasah Aliyah Nurul Qarnain, allowing research subjects the freedom to express their views in depth. Documentation is used to analyze various documents related to Human Resource management, such as policy guidelines, performance reports, and internal institutional data (Bratton et al., 2021). This documentation provides relevant supporting data and enriches the analysis.

The data that has been collected was analyzed using thematic analysis (Dawadi, 2020). The stages in this data analysis technique include: Data Reduction: Data from interviews, observations, and documentation are reduced by filtering relevant information related to the research focus, which is the transformation of Human Resource management based on Islamic values and its implementation in the digital era. After the data is reduced, the researcher categorizes the data into appropriate categories, such as Human Resource management strategies, applied Islamic values, and challenges and opportunities of digitalization in Human Resource management (Mezmir, 2020). The results of the categorization are presented in the form of narrative descriptions to facilitate understanding and interpretation. The presentation of this data is organized based on themes that have been previously identified, such as the impact of the application of Islamic values on the quality of human resources and adaptation to digital technology. After conducting a thematic analysis, the researcher will draw conclusions regarding the effectiveness of implementing Human Resource management based on Islamic values in creating outstanding educators in the digital era. This conclusion is supported by the data presented and is expected to comprehensively answer the research question.

RESULTS AND DISCUSSION

1. The Implementation of Human Resource Management Based on Islamic Values in Educational Institutions

Based on the results of interviews with the Education Council and the head of the Madrasah, the Human Resource management at Madrasah Aliyah Nurul Qarnain has integrated Islamic values into every management process. Principles such as trustworthiness, justice, and excellence are made the main foundation in the recruitment, career development, and performance evaluation of educators (Nadeem et al., 2020). The Human Resource policy document at the institution clearly states the use of Islamic values in Human Resource management, with the aim of creating a harmonious and productive work environment. The implementation of management based on Islamic values has had a positive impact on the welfare of educators, increasing their loyalty and involvement in institutional activities.

2. The Readiness of Educators in Facing the Digital Era

The results of observations and interviews indicate that most educators at Madrasah Aliyah Nurul Qarnain still face challenges in adapting to digital technology. Although the institution has provided technical training, the limited ability of educators to use digital devices remains a challenge. Of the 30 educators interviewed, about 50% stated that they feel less confident using technology in the learning process. Observation of the use of e-learning platforms also shows a skills gap. Although the

institution has made efforts to enhance educators' digital skills, the technological transformation has not been fully effective without more intensive and sustainable training improvements (Pastrana & Tobón, 2020).

3. Collaboration in Human Resource Management Based on Islamic Values

The collaborative culture emphasized in management based on Islamic values has successfully created an inclusive work environment at Madrasah Aliyah Nurul Qarnain. Educators feel involved in decision-making related to teaching strategies and the development of a digital-based curriculum. Educators mentioned that through regular meetings, they can provide input and actively participate in the planning of teaching programs. This makes them feel more appreciated and motivated. Collaboration driven by the values of deliberation and togetherness contributes to creating more innovative and enthusiastic educators in carrying out their duties, especially in the process of adapting to the digital era (Kelly, 2020).

4. Integration of Islamic Values with Digital Technology

This educational institution has successfully integrated several aspects of Islamic values into the use of digital technology. One example is the use of an Android-based human resource management application that makes it easier for educators to access information, report performance, and interact with their colleagues. This system accommodates the need for transparency and fairness in performance evaluation, while also providing space for educators to develop while upholding Islamic principles (Munifah et al., 2020). The use of digital technology in line with Islamic values offers great opportunities for the professional development of human resources without neglecting ethics and morality.

5. The Impact of Implementing Islamic-Based Management on Educators' Performance

Islamic-based human resource management has contributed to the improvement of educators' performance. The results of the performance evaluation show an increase in productivity and job satisfaction, especially after Islamic values were consistently applied in the institution's management. The annual performance report indicates a 25% increase in productivity compared to the previous year, with a 40% increase in educator participation in professional development activities. The implementation of Islamic values in Human Resource management, combined with technological support, has significantly improved the performance of educators, positively impacting the quality of learning at the institution.

Table 1. Interview Results

NO	INTERVIEW RESULTS	INFORMAN
1	The application of Islamic principles in human resource management, such as trustworthiness, justice, and excellence, becomes the main foundation in managing educators in educational institutions. We do not only seek educators who are academically competent but also those who possess good character. It is important that Islamic values are reflected in our Human Resource management.	Board of Education
2	The application of Islamic values in management is always coordinated with the educational staff at our institution, every important decision is always discussed through deliberation, and we feel that everyone has a voice. This can increase motivation and a sense of belonging to the institution,	Head of the Madrasah
3	The institution has provided an Android-based Human Resource management application that facilitates the reporting and performance evaluation process transparently. However, some educators still have difficulty operating this technology, even	Teacher

	though training has been provided. We still need more guidance in using this technology, but overall, this application is very helpful in carrying out administrative tasks	
4	The application of Islamic values in human resource management is very effective in maintaining the balance between professionalism and moral responsibility in the digital era. Technology is just a tool. Without a strong foundation of values, the use of technology can go astray. We integrate technology that supports Islamic principles, especially in terms of justice and transparency.	Curriculum Section

The interview results show that the implementation of Human Resource management based on Islamic values in this educational institution has successfully created a harmonious and productive work environment. The integration of Islamic values in every aspect of management, from recruitment to performance evaluation, proves that this approach is not only effective in maintaining work ethics but also enhances the loyalty and commitment of educators. Although challenges in digital literacy still exist, institutions have made efforts to provide training and use technology that complies with Sharia, which indirectly also strengthens transparency and fairness in Human Resource management.

CONCLUSION

The implementation of Human Resource management based on Islamic values at Madrasah Aliyah Nurul Qarnain has proven effective in improving the performance, loyalty, and welfare of educators. The integration of principles such as trust, justice, and benevolence, as well as the utilization of Sharia-based digital technology, creates a harmonious and productive work environment. Although challenges in digital literacy still exist, collaboration and deliberation significantly enhance the motivation and innovation of educators. Thus, this management approach has a positive impact on the overall quality of education and is relevant to be applied in the digital era

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