TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT IN ISLAMIC EDUCATION INSTITUTIONS: CASE STUDY OF PONDOK PESANTREN ANNIDA

TRANSFORMASI MANAJEMEN SUMBER DAYA MANUSIA DI LEMBAGA PENDIDIKAN ISLAM: STUDI KASUS PONDOK PESANTREN ANNIDA

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ABSTRACT

Human Capital Management (HCM) is critical to guaranteeing the sustainability and competitiveness of educational institutions, notably Islamic boarding schools (pesantren). This research will examine the implementation of HCM at Annida Islamic Boarding School Cirebon, identify difficulties, and provide strategic solutions to improve human resource management. Using a qualitative method, primary data were gathered through surveys and interviews with educators and management, while secondary data were gained from institutional records and academic literature. The findings show that Annida Islamic Boarding School confronts major issues in numerous important areas of human capital management, such as leadership practices, employee engagement, performance assessment, and career development. Low motivation and uneven instruction are exacerbated by the lack of a systematic performance assessment system and professional development opportunities. The lack of a structured performance appraisal system and lack of professional development opportunities contribute to low motivation and inconsistent education quality. In addition, the decision-making process is highly centralized, limiting employee autonomy and innovation. To address these topics, this study proposes a strategic framework based on Bassi and McMurrer's HCM-Rife model, highlighting structured performance appraisals, development programs for managers, and a transparent career progression system. By integrating modern principles of human resource management, Anida Islamic boarding school can improve the quality of education, increase employee loyalty, and enhance competitiveness in the field of Islamic education.
Keywords: *Human Capital Management, Islamic Boarding School, Teacher Performance, Leadership Development, Education Management*

ABSTRAK

Manajemen Sumber Daya Manusia (MSDM) merupakan hal yang sangat penting untuk menjamin keberlangsungan dan daya saing lembaga pendidikan, khususnya pesantren. Penelitian ini akan mengkaji implementasi HCM di Pondok Pesantren Annida Cirebon, mengidentifikasi kesulitan-kesulitan yang dihadapi, dan memberikan solusi strategis untuk meningkatkan manajemen sumber daya manusia. Dengan menggunakan metode kualitatif, data primer dikumpulkan melalui survei dan wawancara dengan para pendidik dan manajemen, sementara data sekunder diperoleh dari catatan kelembagaan dan literatur akademis. Temuan penelitian menunjukkan bahwa Pondok Pesantren Annida menghadapi masalah utama dalam berbagai bidang penting dalam manajemen sumber daya manusia, seperti praktik kepemimpinan, keterlibatan karyawan, penilaian kinerja, dan pengembangan karir. Motivasi yang rendah dan instruksi yang tidak merata diperparah dengan kurangnya sistem penilaian kinerja yang sistematis dan peluang pengembangan profesional. Kurangnya sistem penilaian kinerja yang terstruktur dan kurangnya kesempatan pengembangan profesional berkontribusi pada rendahnya motivasi dan kualitas pendidikan yang tidak konsisten. Selain itu, proses pengambilan keputusan sangat tersentralisasi, sehingga membatasi otonomi dan inovasi karyawan. Untuk mengatasi topik-topik tersebut, penelitian ini mengusulkan kerangka kerja strategis berdasarkan model HCM-Rife dari Bassi dan McMurrer, yang menyoroti penilaian kinerja yang terstruktur, program pengembangan bagi para manajer, dan sistem pengembangan karir yang transparan. Dengan mengintegrasikan prinsip-prinsip manajemen sumber daya manusia modern, pesantren Anida dapat meningkatkan kualitas pendidikan, meningkatkan loyalitas karyawan, dan meningkatkan daya saing di bidang pendidikan Islam.
Kata kunci: Manajemen Sumber Daya Manusia, Pondok Pesantren, Kinerja Guru, Pengembangan Kepemimpinan, Manajemen Pendidikan

INTRODUCTION

Islamic boarding schools or consider taking a basic position in the framework of Indonesia's educational and cultural, acting as an institution with an important form of religion, ethical development and social integration. Traditionally, the weight focused on the main factors, including Mosque church (Masjid), dormitory (Asrama), student (Santri) and a religious scholar (Kyai), acting as a mental and educational guidance. The mosque acts as the center of consideration, where daily prayers, religious discussions and community activities take place, while dormitories promote community lifestyle to strengthen the relationship between students and teachers. The closeness between Kyai and Santri ensures that learning is not limited to the classroom, but also anchored in daily interactions, reflecting a deep feeling of advisors and character formation.

Historically, Pesantren emphasized the study of classical Islamic texts, called Kitab Kuning, including a series of topics such as theology, law, Sufism and ethics. Traditional learning systems based on word of mouth and direct advice, students participating in intensive study sessions often extend from Binh Minh until late at night. This strict approach for discipline, deep religious understanding and a strong ethical basis between Santri, preparing them to become religious personality, educators or good information leaders in their community. Many weights were established as family organizations, where leadership was transmitted by generations, ensuring the preservation of traditional traditions and values that have been maintained for centuries.

Over time, Pesantren has experienced important changes to adapt to social changes and modern education needs. While some people maintain their traditional programs, others have developed into a modern weight by integrating secular documents such as mathematics, science, foreign languages and vocational training. This adaptation allows graduates not only to have strong religious knowledge, but also equipped with practical skills that allow them to contribute to different fields other than religious organizations. The expansion of educational supply in considering reflecting increasing awareness about the need to balance religious studies with contemporary fields, this makes these organizations more accessible and more suitable for the world today.

While continuing to develop, there is an increasing demand for structural management systems, including performance evaluation tools, to ensure that educators and students get optimal learning results. Facilities such as Pondok consider Annida Cirebon, reserved for university students, requiring effective evaluation mechanisms to assess the quality of education, the effectiveness of education and institutional progress. In this context, the integration of modern principles of human resource management in considering activities can play an important role in maintaining excellence in education and institutional sustainability. The development of standard assessment frames will not only improve the effectiveness of teaching and learning processes, but also provide a systematic approach to improve the overall management of considered in Indonesia.

Pondok Pesantren Annida Cirebon, established by Dr. H. Wawan Ahmad Ridwan, M.Ag., is a distinguished Islamic educational institution located in Cirebon, Indonesia. Uniquely tailored to serve university students, the pesantren currently accommodates 70 students, guided by a dedicated team of six

educators. The institution emphasizes in-depth Islamic studies, character development, and life skills pertinent to the academic and personal growth of its students. The curriculum is designed to complement the students' university education, providing a holistic approach to learning. In the context of Indonesian pesantren classifications, Annida Cirebon is categorized as a non-formal educational institution. This classification is based on its primary focus on religious education and character building, without offering formal government-accredited programs such as general schools or madrasahs.

Muslim boarding schools, called Pondok, has long been an integral part of Indonesia's educational context, acts as a religious education center and ethical development. Traditionally, these institutions have emphasized the transmission of classical Islamic knowledge and the cultivation of character. However, as the educational environment evolves, there is an increasing need for *pesantren* to adopt structured management practices, particularly in the realm of performance evaluation for educators and staff. A number of other developments that are packaged in the dynamics of society also raise concerns about the ability, sophistication, responsibility, and resilience of Islamic boarding schools to meet the demands of significant changes in the current globalization era. (Syafa'at et al, 2014).

In a modern era, full of competition, organizations are required to always innovate and improve their performance. improve its performance. Key Performance Indicator (KPI) is one of the main performance indicators used to measure and evaluate the achievements of individuals, teams, and the organization as a whole. Every company sector aims to maximize profits while using the least amount of capital in its operations. In addition to making the most money, companies that supply goods and services will want to expand and

maintain. Customers, on the other hand, require high-quality, reasonably priced goods and services. Relationships between suppliers of goods and services and consumers of those goods and services are a part of every business sector. They will interact as a result of these relationships. Both direct and indirect communication are possible so that the latter can be carried out through distributors, brokers, middlemen, or any other kind of medium. Providers of education typically make the most money by offering their clients the greatest quality of services. Service acts as a mediator in this exchange. The goal of the company that provides the goods and services is to either make more money or satisfy more customers. They will provide their customers with the greatest services possible in order to meet their goal. They have to be aware of the They need to communicate effectively with their clients in order to deliver these services in the best possible way. They must provide information about their products and make an effort to satisfy the needs, desires, and demands of the client. so that clients would be happy.

However, the goal of the consumer is to receive the greatest services while obtaining what they desire. This process is known as service operations, but in the application,we must use a variety of knowledge disciplines, such as advertising, communication, and operations management, to improve the effectiveness and efficiency of service operations. The use of resources and expertise Discipline requires an effective management system to ensure its utilization is both efficient and impactful.

The use of resources and the implementation of knowledge disciplines in service operations necessitate a structured approach, often referred to as service management. Service operations integrate various resources, including human resources, finances, machinery, methods, materials, time, and information.

Rasheed et al. (2010) Show that an outdated or absent -performance assessment system is one of the most important obstacles for effective human resource management in the educational environment. Factors such as lack of structural assessment systems, incomplete training for assessors and no mechanisms to integrate students 'feedback contribute to the challenges that organizations objectively evaluate teachers' performance. Without these systems, making decisions related to promotions, rewards or professional development often become subjective, leading to lack of transparency and dissatisfaction of potential in teaching staff. This is still more serious due to motivation, because educators may feel underestimated and uncertain about their career trajectory (Rasheed et al., 2010).

In addition, Williams and Hebert (2020) emphasized the essential role of teacher evaluation systems in improving the quality, responsibility and institutional performance of teachers. Effective evaluation systems are often made up of many measures, such as class observation, self -assessment and performance data of students. These systems allow organizations to identify the areas of strength and weaknesses, allowing them to conduct targeting interventions and professional development programs. However, the absence of such systems makes educators have no clear index of success or useful feedback, which is very important to promote continuous improvement culture (Williams and Hebert, 2020).

In the specific context of Islamic boarding schools, or considering Pondok, there is no problem with a special structure. Teaching and administrative staff in consideration plays an important role in the exemption of quality education and promoting ethical development among students. However, when there is no criteria or executive director set to evaluate their performance, the recognition and excellent reward or effectively respond to the auxiliary performance. According to Mumtani'Ah (2020), emphasizing the importance of the implementation of the evaluation mechanisms in Pesantren to assess the success of educational programs and make a wise decision related to human resource management. Without these mechanisms, the risk of consideration does not adapt to the dynamic requirements of the modern educational context, requires responsibility, decisions based on data and continuous development of employees. The absence of such systems also has a negative impact on the long -term development of human resources. Organizations without reliable performance data cannot determine the skill distance, career development planning or design training programs to suit the needs of their employees. Therefore, they may find it difficult to keep the best talent and maintain the motivation and commitment of their educators and administrative staff. This creates a training effect, not only affecting the quality of education provided to students, but also the global reputation and the sustainability of the organization.

Returning to these challenges requires a complete and cultural approach to evaluate the performance in accordance with the unique operating needs of organizations such as Pondok to

consider An-Nida. Such a system will imply the development of the main performance indicators (KPI) clearly, mechanisms to provide comments and executives can exploit to recognize and reward employees' contributions. By implementing a solid assessment system, this organization can improve the dynamics of employees, improve the organization efficiency and promote excellent culture in accordance with its educational mission. In addition, these systems allow organizations to adapt to the development of needs from the field of education, ensuring their relevance and sustainability in a competitive and dynamic landscape.

METHODS

Research design for this study is displayed below.
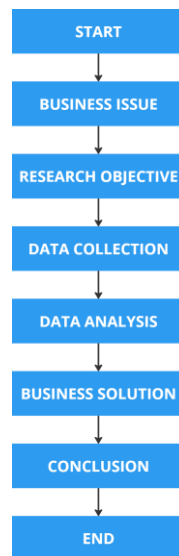
Figure 1. Research Design

The research method used in this research is qualitative research. By conducting qualitative research, main data and secondary data have been collected. The main data is collected in interviews. The research methodology used in this study combines qualitative and quantitative approaches. Through these methods, both primary and secondary data were collected. Primary data was obtained through surveys and interviews. Surveys were distributed to employees to assess their level of satisfaction within the organization and to evaluate the organization`s HCM Maturity Level at Annida boarding school. In addition, interviews were also conducted with the caregivers of the boarding school to gain insights from top management regarding the HR situation in the organization. Meanwhile, secondary data was collected from articles, internal files, research on company documents and data as well as reports related to this study. In this study, the population studied was as many as 7 educations at Annida boarding school.

RESULT AND DISCUSSION
Analysis

The next chapter will completely outline this study endeavor and explain the findings. The development and evaluation of the highly appreciated practices of each HCM driver will be given in the following explanation:
1. **Leadership**
   Leadership is comprised of four practices: communication, inclusiveness, supervisory skills, and

systems, which will be examined below:

a. Communication

Although leaders at Annida have openness in communication, the delivery of strategic information related to HR development and teacher performance is still ineffective. As a result, many teachers do not fully understand the expectations and long-term goals of the boarding school, potentially hindering the improvement of education quality. Currently, communication focuses more on administrative aspects, while discussions regarding teacher capacity building are still minimal. Expectations regarding education quality have been conveyed by caregivers, but without formal mechanisms such as regular discussion sessions or a two-way feedback system, teachers' understanding of teaching standards and strategies remains limited. To improve the effectiveness of communication, a more structured system is needed, such as regular meetings, performance evaluations based on clear indicators and continuous feedback to ensure alignment between leadership vision and implementation on the ground.

b. Inclusiveness

While leaders at Annida are willing to accept and implement employee input, its effectiveness is limited due to the absence of a clear mechanism to follow up on ideas provided. Open discussions and dialog have been conducted to build partnerships, but without a system that supports active participation in decision-making, employee engagement remains suboptimal. A positive and inclusive work environment has been established, but employee appreciation is still limited to interpersonal without policies that support performance-based recognition. To improve leadership effectiveness, Annida needs to develop a more concrete evaluation and reward system, clarify follow-up mechanisms for employee input, and strengthen collaboration in the decision-making process to make it more transparent and oriented towards human resource development.

c. Supervisory Skills

The caregiver has been a role model in the application of Islamic values, but he has not provided concrete examples in teacher professional development or innovation in teaching methods. Efforts to remove administrative barriers have been made, but have not touched on important aspects such as increasing teachers' capacity through training or providing adequate resources. Without a systematic assessment system, input from teachers remains vague and unstructured, making it impossible to quantify and improve performance. Furthermore, the lack of a structured performance assessment process leads in a scarcity of objective data that may be utilized to identify teachers' growth needs. To overcome this, a clear performance evaluation system, targeted training programs, and more active mentoring support are needed for teachers to develop professionally.

d. System

Annida does not have a structural system to identify and develop the leadership potential of teachers, so

the reconstruction of leadership is unclear. Without a progressive training program or adviser, the teacher has no development path that can prepare them for a leader in the future. In addition, the leadership transformation always depends entirely on the caregivers, there is no mechanism to ensure the continuity of leadership or transfer of knowledge between generations. This uncertainty is likely to hinder the long -term stability of the organization. To overcome this, Annida must develop a regeneration program including leadership training, adviser, as well as a evaluation system to ensure the effectiveness of sustainability and leadership.

2. **Engagement**

Engagement is comprised of four practices: job design, commitment to employees, time, and systems, which will be examined below:

a. Job design

The employment design of Annida teachers is suitable for their level, but has not welcomed the development of talents and special benefits, so the personal potential is not optimally used. Although the work is like a teacher, the limitations of innovation and self - development make their role less dynamic. Teachers have the freedom to identify teaching methods, but not enough support, such as training or installation to explore creative methods, they find it difficult to develop more effective learning methods. In order to improve the quality of education, Annida must provide a more structured professional development program, including continuous training and access to

innovation support resources in learning.

b. Commitment to employees

Annida teacher feels financially safe, but they are not recognized for their contributions to the educational process. The absence of a remuneration system implies that the success of the lecturers is underestimated, reducing the desire to increase the quality of teaching. In addition, professional advertising options are limited because there is no identified career path, which makes it difficult for instructors to estimate long -term growth prospects in Annida. To stimulate the dynamics and maintenance of teachers, a remuneration system based on performance and a structural career path is necessary to provide more professional development capabilities.

c. Time

Annida teachers have a great burden, mainly due to their exclusive administrative activities to transfer their attention to develop educational methods. This time limit has affected the quality of the implementation of the decision in improving the learning process, because the teacher is overwhelmed by the responsibility of activity rather than educational innovation. In addition, increasing work volume can upset the balance between professional and private life, thus reducing their long-term motivation and effectiveness. To solve this problem, Annida must minimize the administrative fees of teachers by automating operational processes and by providing time management support, allowing them to focus on

teaching and professional development.

d. System

Annida does not have a system to assess teachers with structured and sustainable, this makes it difficult to determine the necessary development areas. Without adequate data, improving the quality of teaching becomes undirected. In addition, the existing evaluation system is limited and unable to provide a comprehensive picture of the factors that influence teacher productivity and student satisfaction. To improve teaching effectiveness, Annida needs to implement an evaluation system based on measurable performance indicators, which can be used as a basis for teacher professional development and education quality improvement.

3. **Knowledge Accessibility**

Knowledge accessibility is comprised of four practices: availability, collaboration and sharing, information sharing, and systems, which will be examined below:

a. Availability

Teachers in Annida have access to basic resources, but still lack enrichment materials such as reference books and educational journals that support the development of teaching methods. Although procedures for accessing training are in place, the types of training offered do not fully match the needs of teachers in improving their competencies. To address this, Annida needs to provide wider access to educational resources and adapt training programs to be more relevant to challenges and developments in the world of teaching.

b. Collaboration and sharing

Teamwork between teachers at Annida has been going well in daily activities, but collaboration in developing teaching innovations is still limited. Teachers do not have a platform or encouragement mechanism to systematize teaching ideas and methods. Although the unofficial meeting settings are available, their use is still far away to discuss and exchange experiences. In order to improve learning innovation, Annida must organize regular forums or groups for teachers to encourage cooperation in developing teaching methods more effectively.

c. Information sharing

Annida does not have a structural mechanism to share knowledge and experience among teachers, so the cooperation to improve the quality of education is still limited. The lack of a learning community or seminar often makes the exchange of ideas and learning methods less than optimal. In addition, the best teaching practices have not been systematically recorded and shared among parts, so that successful innovation cannot be widely used. To overcome this, Annida must develop a system of knowledge sharing, such as regular discussions and the best practices, so that teachers can learn from each other and improve permanent teaching quality.

d. System

Annida had a system of information collection and storage, but it was not optimally used to support education development.

The information collected is not entirely accessible to all teachers, which makes it difficult for them to get the necessary references to improve their learning methods. To overcome this, Annida must optimize the information storage system by ensuring a wider and more structural access to all teachers, so that they can easily use the data and references available for professional development.

4. **Workforce Optimization**

Workforce optimization is comprised of four practices: processes, condition, accountability, hiring decision and systems, which will be examined below:

a. Processes

The teaching work process at Annida has been defined, but there is no systematic evaluation mechanism to assess and update it as needed. Although training on the work process has been provided, its effectiveness has not been thoroughly evaluated, making it difficult to determine whether the training actually improves the quality of teaching. To address this, Annida needs to implement a system of regular evaluation of teaching methods and training effectiveness to ensure that the work process continues to develop and is relevant to educational needs.

b. Condition

Teachers in Annida have access to basic materials and technology, but the use of technology in teaching is still minimal due to the lack of relevant support and training. Working conditions are generally conducive, but still do not fully support innovation in teaching methods. To improve the quality of learning, Annida needs to provide technology training for teachers and create an environment that further encourages the exploration and application of innovative methods in teaching.

c. Accountability

The teacher's teaching responsibility is quite good, but there is no structural system to measure and improve performance objectively. Advertising is always based on seniority rather than in capacity and success, this can hinder the motivation and professionalism. Poor performance teachers receive warnings, but are not supported by effective advisory programs to help them develop. Meanwhile, the confidence among teachers at the end of the tasks has been well established, but the cooperation in teaching innovation is always limited. In order to improve the quality of education, Annida must implement a performance assessment system, advising programs for teachers who need advice and encourage cooperation in developing innovative learning methods.

d. Hiring decision

Annida's recruitment process takes into account the necessary skills and expertise, but there is no structural assessment system to evaluate its effectiveness. Although new teachers have received orientations, touch programs and advisers are still limited, their adaptation to the working environment is not optimal. In order to improve the quality of lecturers, Annida must develop a more systematic recruitment assessment system and enhance new teachers advising

programs so that they can integrate and develop more effectively.

e. Systems

Annida does not yet have a comprehensive system to manage performance and develop teacher potential, so their talents have not been optimally explored. The existing system has not been utilized optimally to help teachers achieve their best performance, especially for those who are experiencing difficulties. In addition, mechanisms for identifying development opportunities are still limited, and there is no effective system to prepare motivated teachers for their career path. To address this, Annida needs to develop a more structured performance management system, including competency-based development programs and clear career paths to support teacher professional growth.

5. **Learning Capacity**

Learning capacity is comprised of five practices: innovation, development, training, value and support and systems, which will be examined below:

a. Innovation

Although new ideas from teachers are accepted, Annida does not yet have a systematic system to implement them, so many innovations are not optimally realized. Teachers are encouraged to innovate, but limited support in the form of training, facilities, and funding hinders the development of more effective teaching methods. In addition, input from teachers has been collected, but there is no clear mechanism to process and follow up on it. To increase the effectiveness of innovation, Annida needs to build a more structured system, such as an innovation forum, support programs, and regular evaluation of input and ideas provided by teachers.

b. Development

Teachers at Annida have informal career development plans, but there is no structured system to support their career paths. Although teachers are working towards their career goals, support from the school is limited in the form of coaching programs, mentoring, or clear promotion pathways. To improve teacher professional development, Annida needs to design a formal career plan that includes training, performance evaluation, and career-based promotion opportunities.

c. Training

Training at Annida is available, but it is not fully tailored to the needs of teaching development and school goals, so its benefits are less than optimal for teachers. Although the training material is appropriate for their work, there has been no systematic evaluation to assess its effectiveness in improving the quality of teaching. To ensure that the training is more impactful, Annida needs to tailor the training program to the specific needs of teachers and implement regular evaluations to measure its effectiveness and adjust the material continuously.

d. Value and support

Annida's leadership has demonstrated an appreciation for learning, but lacks a systematic mechanism to measure and improve the culture of learning.

Although learning is considered a priority, limited resource allocation hinders more effective development. To strengthen the culture of learning, Annida needs to establish an evaluation system, improve resource allocation, and provide more structured training programs to support teacher competency development.

e. Systems

Annida does not yet have an integrated training management administration system, so training management is still inefficient and not well documented. The absence of an automated system hampers monitoring of teacher development and evaluation of training effectiveness. To improve efficiency, Annida needs to develop a structured and digital training management system, so that training implementation, monitoring, and evaluation can be carried out more optimally.

Business Solution

HCM practices at Pondok Pesantren Annida require immediate improvement to prevent negative impacts on teacher performance and institutional sustainability. Leadership Practice and Workforce Optimization are the main concerns due to their significant influence on teaching effectiveness. Issues such as the lack of performance evaluations, leadership regeneration, career pathways, and teacher workload optimization hinder the institution's competitiveness. Since Human Capital Management is crucial in education, effective HCM practices are essential for growth and competitive advantage. This study not only addresses weak areas but also offers solutions for overall improvement.

1. Leadership

Leaders are responsible for a company's growth and change. They can guide the firm to either success or disaster. According to studies, 33% of failure transformations are caused by leaders' actions that do not encourage change (Bergeron, De Smet, and Meijknecht, 2020). As a result, leadership plays a crucial role in the company's development and transformation.

a. Give an Example

Caregivers of Pondok Pesantren Annida should model the behavior they expect from their employees. The leaders show positive attitudes such as honesty, integrity, strong working ethics, responsibility and commitment to business goals and values, employees are more likely to follow this step.

b. Encouraging Open Communication

Annide boarding school leaders should encourage communication to open and provide teachers with a safe environment to share their opinions, ideas and comments. Therefore, caregivers should actively listen to their employees and answer with sympathy and understanding. Regular comments should be given to help employees develop and develop. Building comments help employees understand if they work well and which area should be improved.

c. Empowering Employees

Pondok Pesantren caregivers ought to engage their workers to form choices and take possession of their work. This makes a difference cultivate a sense of proprietorship and responsibility, which leads to expanded inspiration and engagement. In this manner, it can moreover cultivate a culture of development and

inventiveness. Engaged workers are more locked in and committed to the victory of the organization.

d. Invest in Employee Development
Caregiver should invest in developing employees, providing training, advisory and career development capabilities. This helps to develop a qualified and devoted labor force, leading to better trade results.

e. Building a Culture of Trust
Boarding school caregivers must make a culture of believe to construct representative engagement, regard, and devotion. These components are the establishment for collaboration and advancement. A culture of believe is built on open communication, straightforwardness and keenness.

f. Caregivers set goals
The caregivers of Pondok Pesantren Annida set the short, medium and long-term goals of the company, as well as the grand strategy to achieve them. They discuss these goals and strategies with the teachers for input. After finalization, the goals and strategies are announced to all teachers at the annual meeting at the beginning of the fiscal year.

g. Communication of Objectives and Monitoring of Progress at the Divisional Level
Lodge caregivers play an important role in communicating company goals to employees at the divisional level. They facilitate the development of divisional action plans at annual meetings, ensure goals are posted in the office, and hold weekly meetings to monitor progress and address challenges. Effective communication and continuous monitoring at the divisional level are crucial to achieving company goals.

2. Employee Engagement
Managing work happiness, employee engagement, and traditional perks is no longer sufficient. Managing the happiness of the work, the commitment of employees and the traditional advantages is not enough. A global approach is necessary to maintain the commitment and loyalty of employees (Chodyniecka, Smet, Dowling and Mugayar-Baldocchi, 2022). Consciousness can be separated by implementing the following practices:

a. Promoting positive working culture for the health and productivity of employees
Creating positive work culture is essential to promote commitment, satisfaction and retention of long - term staff. A workplace that prioritizes happiness, cooperation and recognition of employees is improving not only the satisfaction of work but also stimulating productivity and innovation. Employees feel valuable and respected are more likely to participate in their work, motivated to contribute and cooperate to achieve common goals.

b. Encourage the participation of employees and open opinions
Employees thrive when they feel understand and respect. Give them a word to say in the decision to allow them to imbue the feeling of property in their work. Listening positively to their thoughts, problems and proposals to promote transparency and confidence. Provide avenues for comments, such as regular check-ins, ideas or open forums, to ensure that workers can express their opinions

openly. Employees become more committed and motivated when they realize how their contributions help the company succeed.

c. Recognizing and Celebrating Employee Achievements

The recognition and celebration of the employee's achievement recognition of difficult jobs and achievements contribute a lot to ensure that employees feel valuable. The recognition may have some forms, bonuses and promotions for a simple but meaningful "thank you" at a group meeting. Celebrating achievements, large and small, strengthening a culture that appreciates and motivates employees to continue their best efforts. When employees know that their contributions are noticed and appreciated, they develop a stronger link to the company's mission.

3. Knowledge Accessibility

To maintain consistency and increase overall efficiency, knowledge must be easily available for all employees. According to Thomas H. Davenport, technology plays an important role in facilitating communication, cooperation and accessing an increasing amount of information, especially for knowledge workers. However, to maximize its effectiveness, a new strategy must be developed by two main methods. The first approach includes free access to workers in many tools and information resources. The second approach implies that providing structured information and knowledge, ensuring that the employee receives relevant information in a clearly defined frame in accordance with their tasks and products (Davenport, 2011).

To ensure that all the knowledge and information are available, including and used by employees, the development of the strategies mentioned above to improve ant accessibility. Consciousness can be separated by implementing the following practices:

a. Provide standard operating procedures (SOP) and clear documents

Creates a complete and sop document for all processes, politics and procedures, not only for human resources but also for other parts. This device must be easily and systematically updated to ensure that employees have access to accurate and exact information.

b. Utilize Technology

Use technological solutions like as websites, collaboration platforms, learning management systems, and other knowledge management tools to make it easier to obtain essential information and resources on human capital managemen.

c. Creating a training and development program

caregivers can provide specially designed training and development programs to improve their knowledge and skills according to their functions and levels. These programs may include classroom training, online learning, seminars, web seminars and other relevant learning opportunities.

4. Workforce Optimization

Workforce optimization can be portrayed as a set of techniques and commerce forms that point to maximize worker efficiency, quality,

and effectiveness to empower workers to perform at their best to realize company objectives and client fulfillment. In 2021, Deloitte news detailed that worker-employee connections are forever changing due to the widespread, which makes future work arranging the foremost pressing best need for best administration (Deloitte Southeast Asia, 2021). A few thinks about have too specified that the combination of the fourth mechanical transformation and the widespread makes innovation an critical portion of optimizing workforce arranging.

a. Applying a Data-Driven Approach
   Utilize information to analyze workforce needs and recognize holes in abilities and information. Utilize the data to form focused on preparing and improvement programs for representatives. Information can too be utilized to screen and analyze worker execution, turnover rates, non-appearance, engagement levels, and other significant HR metrics, and eventually pick up experiences to create choices related to workforce arranging, ability administration, and commerce technique.

b. Adjusting Workforce Planning with Business Technique
   Create a comprehensive workforce arranging procedure that's adjusted with the company's by and large business objectives and targets. This incorporates setting up clear work portrayals and parts that can offer assistance representatives get it their duties, responsibilities, and desires. In expansion, it too analyzes current and future workforce needs, distinguishes abilities holes, and makes a guide

to obtain, develop, and hold the correct ability.

c. Invest in Training and Improvement
   Give standard and important representative development and training programs to improve the abilities, information and capacities of the workforce. This incorporates offering progressing preparing openings, mentoring, coaching, work revolutions and other encounters.

d. Implement a Strong Performance Management System
   A well-structured performance management system is fundamental for setting clear desires, giving nonstop criticism, and dispassionately assessing worker execution. This framework ought to join Savvy (Particular, Quantifiable, Achievable, Important, and Time-bound) objectives, normal execution audits, and valuable criticism instruments. Furthermore, recognizing and fulfilling workers for their commitments can cultivate inspiration and drive nonstop enhancement.

e. Prioritize Representative Engagement and Well-being
   Making a positive and comprehensive work environment is pivotal for boosting representative fulfillment and engagement. Organizations ought to empower representatives to take part in decision-making forms, recognize and appreciate their endeavors, and offer back for their physical, mental, and passionate well-being. Advancing work-life adjust and setting up open communication channels encourage contribute to a sound

and profitable working environment

f. Leverage Technology for Efficiency
Coordination innovation into day by day operations can upgrade effectiveness by mechanizing tedious assignments, streamlining forms, and moving forward communication. Advanced apparatuses and collaboration stages encourage straightforwardness, cooperation, and consistent intelligent between representatives and authority. Robotization moreover permits workers to center on high-value errands, whereas fake insights and machine learning can advance optimize workflow effectiveness.

g. Persistently Survey and Progress Workflows
Standard assessment of workflows and forms is basic for distinguishing wasteful aspects and regions for change. By reliably optimizing operations, organizations can upgrade efficiency, decrease waste, and make a more compelling and agile work environment.

5. **Learning Capacity**
Investing in human capital benefits businesses by ensuring stable operations, attracting and retaining employees, and enhancing career earnings. Learning capacity is crucial for competitive advantage and sustainability, and developing employee skills improves learnability. The following are practices to improve learnability:

a. Building a Continuous Learning Culture
To increase learning capacity at Pondok Pesantren Annida, it is important to build a sustainable learning culture that encourages santri and ustadz to have a growth mindset in seeking knowledge, both from the yellowIslamic classic books and modern sources. With this approach, learning is not only limited to memorization, but also develops critical and analytical thinking skills. Discussion forums based on Islamic themes and general skills can also be a forum to deepen understanding, broaden horizons, and instill leadership values and independence in students. Through this strategy, pesantren can create a learning environment that is more dynamic, adaptive, and relevant to the times.

b. Aligning Learning with the Vision and Mission of the Pesantren
Annida must revise the research program to include balanced educational goals such as religious knowledge, life skills and digital knowledge so that Santri has the capacity to be related to the requirements of this time. In addition to increasing their understanding of the yellow book, the weight can get instructions on the essential skills needed after the diploma, especially the leader, communication and Sharia. Therefore, Santri has a solid understanding of Islamic lessons and can contribute to a series of disciplines, including community leaders, businessmen and experts in the Halal industry. To achieve this goal, Pesantren can develop educational programs, teach Santri a blend of general skills (critical thinking, cooperation and time management) and difficult skills (digital knowledge, data analysis and use of Islamic technology). Pondok considers Annida that can

use this technique to raise children not only noble but also extremely competitive in the world market.

c. Encourage Continuous Evaluation and Feedback

In order to improve Pondok's learning ability to consider Annida thanks to continuous evaluation and feedback mechanisms, a approach based on academic newspapers is necessary, highlighting the effectiveness of evaluation strategies based on form and skills. Brookhart (2013) in the way and use of sections to evaluate and classify the form that the formation evaluation can increase the participation of learners in the learning process and help them better understand the learning goals. The implementation of this Pesantren Annida Pondok strategy can be made by performing assessments based on skills not only assessing students' learning understanding, but also the development of character skills, leadership and communication. To ensure the effectiveness of the evaluation system, Pesantren can also apply the technology-based method using the learning management system.

According to Bates (2019), technology can be used to accelerate the feedback process and enable personalization in the learning process. By utilizing digital platforms, students can access additional materials, take competency-based online exams, and receive feedback from ustadz and peers more interactively. This increases transparency in assessment while providing a clearer understanding of areas for improvement.

This strategy will create a more adaptive, collaborative, and competency-based educational environment so that santri are able to face the challenges of the modern world without leaving the Islamic values that are the basis of pesantren education.

d. Recognizing and Rewarding Learning Achievements

This leads to increased employee motivation and engagement when they believe that the efforts made towards learning and career growth are appreciated. Thus, by establishing recognition programs that celebrate learning achievements such as certifications, training program completions, or skill acquisitions, a learning culture can be supported. They may be encouraged to own their education by providing them with real rewards such as digital badges, cash bonuses, promotions, certificates, or more opportunities to grow within the profession.

e. Supporting Continuous Professional Development

To maintain a competitive and highly skilled workforce, organizations should encourage employees to engage in continuous professional development beyond formal company training programs. This can be achieved by offering support for participation in industry conferences, specialized workshops, external certification programs, and professional networking events.

f. Fostering Leadership Engagement in Learning

Caregivers and teachers at Pondok Pesantren Annida play a crucial role in fostering a strong learning culture by promoting continuous learning, leadership development,

and mentorship. Executive-led mentorship programs enhance knowledge transfer, while tailored learning initiatives improve productivity, creativity, and goal achievement..

The following is an implementation plan that is made based on initiatives designed based on the problems that human capital drivers have at Pondok Pesantren Annida. The results of the implementation plan are prepared in the table below:

Implementation Plan & Justification
Table 1. Implementation Plan

Strategy	Action Steps	PIC	Timeline (Month)	Expected Outcome
Teacher Performance &Development	Create and implement Key Performance Indicators (KPIs) for teachers	Program Development	January- March (Months 1-3)	Improved teaching quality and structured performance reviews
	Conduct training programs and mentorship for teacher	Program Development	April- June (Months 4-6)	At least 70% of teacher show improved teavhing methods
Leadership & Decision Making	Establish leadership training for senior teachers	Pesantren Caregivers	January- March (Months 1-3)	Groom future leaders for sustainable leadership transition
	Form a decision-making commmitte	Pesantren Caregivers	April- June (Months 4-6)	More collaborative and efficients decision-making processs
Knowledge Management System (KMS)	Develop a cantralized online repository for learning materials	IT & Program Development	January- March (Months 1-3)	Digital access to resource for all santri &teachers
	Try teacher and santri on using the KMS	IT & Program Development	April- June (Months 4-6)	Increased digital literacy & effective knowledge sharing
Student Enrollment & Outreach	Implement social media marketing compaigns (videos, testimonials)	IT	January- March (Months 1-3)	40% increase in engagement & awareness
	Organize open house event and seminars for parents	IT	April- June (Months 4-6)	More student inquiries & application
Workforce Optimization & Digital Transformation	Implement HR Management System (HRMS) for automation	IT & Program Development	January- March (Months 1-3)	Improved administrative efficiency & reduced workload
	Provide IT training for teacher on digital teaching tools	IT & Program Development	April- June (Months 4-6)	Teachers integrate digital tools into teaching

Target detail for each period:
1. January-March (Quarter 1):
   a. Key Performance Indicators (KPIs) for teachers implemented to improve teaching quality.

   b. Leadership training for senior teachers conducted to develop future leaders.
   c. Centralized online repository for learning materials launched for digital access.

d. HR Management System (HRMS) implemented to enhance administrative efficiency.

2. April-June (Quarter 2):
   a. Training and mentorship programs for teachers executed, targeting at least 70% improvement in teaching methods.
   b. Decision-making committee established for a more collaborative and efficient leadership approach.
   c. Training sessions conducted for teachers and students to enhance digital literacy and effective use of the Knowledge Management System (KMS).
   d. Open house events and parent seminars organized to increase student inquiries and applications.
   e. IT training provided for teachers to integrate digital teaching tools.

3. July-December (Quarter 3-4):
   a. Continuous performance evaluations for teachers to ensure sustained quality improvements.
   b. Optimize performance evaluations.
   c. Advanced leadership initiatives introduced to groom teachers into key leadership roles.
   d. The Knowledge Management System (KMS) fully optimized with continuous updates and expanded accessibility.
   e. Alumni engagement programs activated to support student outreach, mentorship, and fundraising.
   f. Website fully optimized as the primary information hub for student enrollment, resources, and engagement.

Annida Islamic Boarding School can enhance its human capital management, educational performance, and long-term sustainability by putting these ideas into action.

CONCLUSION

This research examines Human Resource Management (HRM) practices at Pondok Pesantren Annida to identify critical issues and provide strategic suggestions for improvement. According to the research findings, Annida faces major challenges in human resource development, largely due to the lack of organized performance evaluation procedures, leadership development programs, and strategic workforce optimization. These insufficiencies have resulted in declining student numbers, inconsistent teaching quality, and a lack of innovation in teaching methods. This is key findings include:

1. Leadership practice
   Annida Islamic Boarding School leaders lack structural mechanisms for communication, decision and professional development, leading to inefficient human resource management and limited commitment of employees.

2. Employee Engagement
   Opportunities for limited career progress and minimum recognition for their contributions, affecting motivation and retention.

3. Knowledge Accessibility
   Although there are certain resources, lack of structural information sharing systems, hindering continuous cooperation and learning.

4. Workforce Optimization
   The absence of performance assessments and career development routes with structural effectiveness and efficiency of the labor force.

5. Learning Capacity
   Annida does not have a continuous learning culture that is well established, this makes it difficult for employees to get new skills and perform creative teaching practices.

Without large structural reforms, these challenges will continue to impair

sustainability and long -term competitiveness of Annide Islamic Boarding School.

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