

SOCIAL CAPITAL AS PLANNING HUMAN RESOURCES IN EFFORTS TO IMPROVE THE QUALITY OF ISLAMIC EDUCATION INSTITUTIONS

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Abstract

This study aims to analyze social capital as an ingredient in human resource management planning to improve the quality of Islamic education. With superior human resource planning, it is hoped that social capital will be created as a form of actualization of improving the quality of Islamic educational institutions. This study uses a qualitative method. Data collection techniques with a literature review approach. The results of this study found that social capital as a human resource planning material includes values instilled in Islamic educational institutions that must be applied as role models that guide the behavior of educators and education staff, adhered norms can foster integrity, trust (trust) mutual trust and trust, participation in a network of Islamic educational institutions, and proactive action to be able to help contribute to the advancement of Islamic educational institutions.

Keywords. *Sosial Capital, Human Resources, Quality, Islamic Educational Institutions.*

Abstrak

Penelitian ini memiliki tujuan untuk menganalisis tentang modal sosial sebagai bahan dari perencanaan manajemen SDM untuk meningkatkan kualitas pendidikan islam. Dengan perencanaan SDM yang unggul maka diharapkan dapat terciptanya modal sosial sebagai bentuk aktualisasi peningkatan kualitas lembaga pendidikan islam. Penelitian ini menggunakan metode kualitatif. Teknik pengumpulan data dengan pendekatan literature review. Hasil dari penelitian ini didapatkan bahwa modal sosial

sebagai bahan perencanaan SDM meliputi Nilai-nilai yang ditanamkan lembaga pendidikan islam yang harus diterapkan sebagai anutan yang menuntun tingkah laku pendidik dan tenaga kependidikan, Norma yang dipatuhi dapat menumbuhkan integritas, Trust (Kepercayaan) saling percaya dan mempercayai, Partisipasi dalam jaringan lembaga pendidikan islam, dan Tindakan yang proaktif untuk dapat membantu berkontribusi demi kemajuaj lembaga pendidikan islam.

Kata Kunci. *Modal Sosial, Sumber Daya Manusia, Kualitas, Lembaga Pendidikan Islam*

A. PENDAHULUAN

One of the important resources in management is human resources or human resources. The importance of human resources needs to be realized by all levels of management, including the management of Islamic education¹. However advanced the current technology, but the human factor still plays an important role for the success of an organization. Every institution or company needs human resources who can carry out activities or all activities to achieve the expected goals of the institution or company². Human resources are a very central factor in the organization, regardless of the form and purpose, the organization is made based on various visions for the benefit of humans³. At this time in the world of education we are still lacking teachers, if there are many teaching staff, but teachers are still very scarce⁴. Of course, the human resources that every institution expects are quality human resources, enthusiastic at work, not easily discouraged, and professional so that they are able to carry out all activities and activities of the institution or company.

Educational institutions must be able to prepare superior human resources, both educators and educational staff who will carry out educational tasks in schools. With the existence of superior human resources in educational institutions, it can provide great opportunities in producing quality human resources as the output of these educational institutions⁵. One of the efforts to prepare superior human resources is through education and training to create quality and professional human resources who greatly influence the development of educational institutions from any perspective. Therefore, quality human resources greatly influence the development of the institution and facilitate the achievement of the goals of the institution.

¹ M. Nazar Almasri, 'Manajemen Sumber Daya Manusia : Implementasi Dalam Pendidikan Islam', *Kutubkhanah: Jurnal Penelitian Sosial Keagamaan*, Vol.19, No.2 (2016). 24

² Veithzal Rivai, *Manajemen Sumber Daya Manusia Untuk Perusahaan* (Jakarta: Raja Grafindo Persada, 2004). 64

³ Mukhlison Effendi, 'Pengembangan Sumber Daya Manusia Dalam Meningkatkan Citra Lembaga Di Lembaga Pendidikan Islam', *Southeast Asian Journal of Islamic Education Management*, Vol. 2 No. 1 (2021). 3

⁴ Muhamad Priyatna, 'Manajemen Pengembangan SDM Pada Lembaga Pendidikan Islam', *Edukasi Islami Jurnal Pendidikan Islam*, Vol. 05 (2016). 2

⁵ Fahmiah Akilah, 'Manajemen Perencanaan Sumber Daya Manusia Di Bidang Pendidikan : Manifestasi Dan Implementasi', *Jurnal Kependidikan, Jurusan Tarbiyah STAIN Watampone*, Vol. 11 No. 1 (2017). 5

Human resources planning as an activity is a process of how to meet current and future workforce needs for an organization. In meeting current manpower needs, the human resources planning process means efforts to fill/cover labor shortages both in quantity and quality. In fulfilling the workforce in the future, human resource planning places more emphasis on forecasting efforts regarding the availability of labor based on needs in accordance with future organizational plans.

Educational institutions are expected to be able to keep up with the times, namely with the increasing number of educational institutions, the greater the opportunity to compete, so the need for professional human resources. One way is by preparing careful planning in the procurement of human resources for Islamic education institutions. This portrait is closely related to social capital where a person is formed by the values and norms that are embedded in Islamic educational institutions so that a person will be embedded in the values and norms that apply. This is very important in procuring human resources in a good community environment so that they can contribute to the development of Islamic educational institutions in the future.

B. METHODS

This research is related to social capital as human resources planning in an effort to improve the quality of Islamic education institutions. The method used is a literature review. The literature used is literature that is relevant to the discussion and research objectives, such as books, journal articles, proceedings and research reports. A literature review is a written summary of articles from journals, books, and other documents that describe both past and current theory and information⁶. Based on scientific sources which are then written systematically according to the rules of journal writing. In this study, the researcher also conducted data analysis by searching various literature from various sources, then conducting a study in the discussion room, then reducing the data by sorting the data according to the needs and needs. The last step the researcher did was draw conclusions.

C. RESULTS AND DISCUSSIONS

Robert Putnam in his book "*Making Democracy Work: Civic Traditions in Modern Italy*"⁷ defines social capital as *features of social organisation, such as networks, norms, and trust, that facilitate coordination and co-operation for mutual benefit*. Features of social organization, such as networks, norms, and trust that facilitate coordination and cooperation for mutual benefit. This definition is the easiest to understand among the general public.

⁶ BA Habsy, 'Seni Memahami Penelitian Kuliitatif Dalam Bimbingan Dan Konseling : Studi Literatur', *JURKAM J Konseling Andi Matappa*, 1(2) (2017), 90–100. 3

⁷ Robert Putnam, *Making Democracy Work: Civic Traditions in Modern Italy* (Princeton: Princeton University Press, 1993). 140

Robert Putnam considers social capital as a set of horizontal relationships between people. That is social capital consists of “*networks of civic engagements*” a network of social attachments governed by norms that determine the productivity of a social group or community⁸. There are two things that are the basic assumptions of the concept of the social model, namely the existence of a network of relationships with related norms, and both of them support each other in order to achieve success in the economic field for people who are included in the network.

Social capital in the form of norms and networks of interrelationships is a precondition for economic development. In addition, it is also a prerequisite that is absolutely necessary for the creation of good and effective governance. There are three important reasons for Putnam to say this. First, the existence of social networks allows coordination and communication that can foster mutual trust among members of the community. Second, trust has positive implications in social life. This is evidenced by the fact how the relationship of people who have mutual trust in a social network strengthens the norms regarding the obligation to help each other. Third, the various successes achieved through cooperation at the previous time in this network will encourage the continuation of cooperation at a later time. Putnam further said that social capital can even bridge the gap between groups of different ideologies and strengthen agreement on the importance of community empowerment.

Human Resource Planning

A strategy for developing the contribution of HR to the organization in order to achieve success. Quality resources owned by the organization will have an impact on increasing the organization's competitive ability. All tasks and work are carried out in a direction towards the success of the organization⁹. Human resources planning is the process of carrying out one of the management functions which includes activities, forecasting, fulfillment and regulation of the workforce so that it is efficient and effective as possible in order to achieve organizational success.

1. Human Resources Planning Process

As a human resource planning process involves a series of activities. Sedarmayanti outlines the four activities: the current supply of human resources, forecasting the supply and demand of human resources, procurement of quality human resources, monitoring and evaluation systems as feedback to the system¹⁰. Forecasting activities are carried out by comparing the needs or demands and availability. This can result in three possibilities as stated Mondy¹¹.

⁸ Putnam. 141

⁹ Hadari Nawawi, *Manajemen Sumber Daya Manusia: Untuk Bisnis Yang Kompetitif* (Yogyakarta: Gadjah Mada university Press, 2005). 51

¹⁰ Sedarmayanti, *Sumber Daya Manusia Dan Produktifitas Kerja* (Bandung: Mandar Maju, 2001). 14

¹¹ R. Wayne Mondy, *Human Resource Management* (New Jersey: Pearson Education, 2008). 43

Between supply and demand is the same, surplus, so what the organization does is withdraw labor, reduce working hours, retire early, and layoffs, shortages, then what is done is recruiting through a selection process.

Planning everything is also a concept taught in Islam¹². Rasulullah SAW said: "Whoever becomes a person who always plans every effort, then he will be forgiven by Allah". As well as several verses of the Qur'an that teach to prepare (planning) for tomorrow. The urgency of a plan is intended to be able to position an appropriate human resource in the right position and time. Planning is also sunatullah because nature and everything in it and everything that befalls it has been planned by Allah SWT beforehand so that the natural system is able to run automatically well until now even until the end of the world arrives.

2. Factors Influencing Human Resource Planning

There are two factors that also influence an organization's human resources planning according to Nawawi¹³. external factors that can affect the human resources planning carried out such as: national and global economy, social and political law, technology, and competitor factors. National and global economic conditions as a whole also influence the organization's strategic plans and operational plans and of course adjustments are also needed in human resources planning. Social, political and legal conditions and products greatly influence the activities of an organization such as labor laws that affect human resources planning activities. The development and progress of science also affects the productivity and quality of an organization. The higher the technological progress that is adapted, then there must be an adjustment in human resources planning which is intended to obtain human resources qualifications that are in accordance with the characteristics of the technology. In the era of competitive globalization, every organization is faced with tough competition challenges. To be able to survive, the organization needs competitive human resources as well. Competition to get qualified human resources can also occur. Therefore human resources planning by the organization is very important to be prepared.

Internal factors that also influence such as: strategic plans and organizational operational plans, budgets for human resources, financing forecasting, organizational development, organizational design and job design. The ability of an organization to provide a budget to employ human resources according to needs has a very large influence on human resources planning. Human resources planning must of course be adjusted to the financial capabilities of the organization. Funding forecasting is closely related to the budget factors previously mentioned. The development carried out by the organization will

¹² Sari Jusmaliani, *Pengelolaan Sumber Daya Insani* (Jakarta: Bumi Aksara, 2011). 76

¹³ Nawawi. 51

certainly affect the need for human resources that will be needed in the future as well as the human resources that the organization currently has. Both organizational design and job design are the results of translating strategic plans and operational plans so that the organization runs effectively and efficiently. Besides these factors, both external and internal factors, there are also factors that can influence an organization's human resources planning including employment factors, demographics, supervision carried out, work performance, labor market and so on.

3. Human Resource Planning for Islamic Education Institutions

Planning as part of a vital management function which includes good HR planning will be the key to success in achieving the goals and objectives of an educational institution as an organization. The benefit of planning is that it can reduce and anticipate obstacles that may arise in the future. The concept of planning in management activities includes: the existence of a series of predetermined activities, there is a process that must be passed, achieving certain goals, related to the future and a certain time¹⁴.

Even though an educational institution is not a business organization (a non-profit institution), it does not mean that the role of HR management, especially the planning process, cannot be carried out seriously. Human resources in the educational environment are divided into educational staff or teaching staff and administrative staff or educational staff, so that the planning that is carried out also covers the planning of teaching and educational staff.

Educational personnel are members of the community who are dedicated and appointed to support the implementation of education. In essence, meeting the needs of human resources in a quality educational environment proactively so as to be able to support the institution in achieving its goals. Management of teaching and educational staff leads to efforts to build quality education, form human resources that are not only productive and creative but also reliable and accomplished¹⁵. In essence, HR planning specifically includes forecasting HR needs in educational institutions¹⁶.

Through the human resource planning process, Islamic education institutions can ensure the right number of human resources is needed so that these human resources can effectively be optimally positioned so that organizational goals and

¹⁴ Husaini Usman, *Manajemen: Teori, Praktik, Dan Riset Pendidikan* (Jakarta: Bumi Aksara, 2006). 56

¹⁵ Endang Herawan, *Manajemen Tenaga Pendidik Dan Kependidikan*, Tim Dosen Administrasi Pendidikan Universitas Pendidikan Indonesia (Bandung: Alfabeta, 2011). 44

¹⁶ Baharuddin Moh. Makin, *Manajemen Pendidikan Islam: Transformasi Menuju Sekolah/Madrasah Unggul* (Malang: UIN-Maliki Press, 2010). 112

objectives can be achieved¹⁷. Pidarta stated that human resource planning in Islamic education institutions includes: Forecasting the number of human resources needed by educational institutions, the types of expertise and characteristics of human resources needed, efforts to place human resources in the right position for a certain period of time effectively and efficiently so that the goals of Islamic education institutions are achieved. Human resource planning is also a development as well as a strategy in preparing comprehensive teaching and educational staff to meet the needs of educational institutions in the future. Thus it can be concluded that planning for teaching staff and education staff includes analysis and forecasting/estimating activities or making projections of the needs of educators and education staff.

Before carrying out forecasting or forecasting, an analysis process is carried out such as an inventory of human resources, projections of enrollment of new students, reviewing the goals or objectives of educational institutions and ending with HR forecasting. An inventory or collection of human resource profile data needs to be developed so that it matches the goals of the school with the capabilities and qualifications of the workforce, as well as their exact needs¹⁸. Human resource planning begins with the development of a profile that indicates the current status of human resources owned by educational institutions. This profile is obtained from a form filled out by the workforce, which includes personal data such as name, age, date of starting work at the school, position, placement area, education, skills, certificates and so on. From a planning perspective, this information is invaluable not only for determining available qualifications, but also for developing new program instructions and support services. This HR profile is very helpful for managers or leaders of educational institutions in delegating tasks and in recruitment and workforce development activities. On the one hand, this profile also contains important information to identify weaknesses in educational institutions in meeting their goals. For example, data on "start joining time" can help with problem analysis and job satisfaction. Then "age" data can assist in formulating retirement and hiring.

Conducting an analysis of the human resources of educational institutions is also related to the registration of new students. This is because educational institutions are service organizations in the field of teaching, so predicting or projecting new student enrollment is an important aspect of human resource planning. Educational institutions try to estimate how much the number of students accepted will increase or decrease so that there is no teacher surplus or

¹⁷ Ronald W. Rebores, *Human Resources Administration in Education: A Management Approach*, Pearson (Boston: Pearson, 2004). 94

¹⁸ Endah Winarti, 'Perencanaan Manajemen Sumber Daya Manusia Lembaga Pendidikan', *Jurnal Tarbiyatuna*, Volume 3 Nomor 1 (2018), 1–26.

overcrowded classes but a shortage of teaching staff. A solution if there are excessive number of teachers with certain expertise while other skills are lacking, then more staff are employed in the field that is lacking or the field of study is taught as a team.

Furthermore, the HR planning of educational institutions is always related to the planning of these educational institutions in general. Because the planning of educational institutions seeks to increase educational output and adjust and provide something in accordance with the expectations of users of educational services, it contains the needs for educational staff. Future goals/objectives of educational institutions can determine future HR needs as well. From these goals/objectives, the types of services can be obtained so that the number and qualifications of the workforce can also be obtained. Educational institutions must be based on the considerations of the administration in determining goals/objectives so that they can meet the educational needs of the community. This review is not a work that ends at one time but rather an ongoing process. The goals/objectives of educational institutions are at least made for a five-year period and can be revised every year.

In HR forecasting activities, both educators and educational staff include the availability (supply) and demand (demand) of these personnel in educational institutions. teacher demand or the need for teaching staff is a necessity for Islamic educational institutions. The need for educators to provide services in the field of education must meet certain requirements in order to ensure compatibility between the services provided and the expectations of Islamic educational institutions. Education organizers demand professional expertise for each human resource to be able to meet the organizers so as to produce quality education. Teacher supply or the availability of teaching staff is a professional effort of an educational institution to meet demands. Professionalism in an effort to meet the demands of educators will produce output that is in accordance with the demands in the field or world of work.

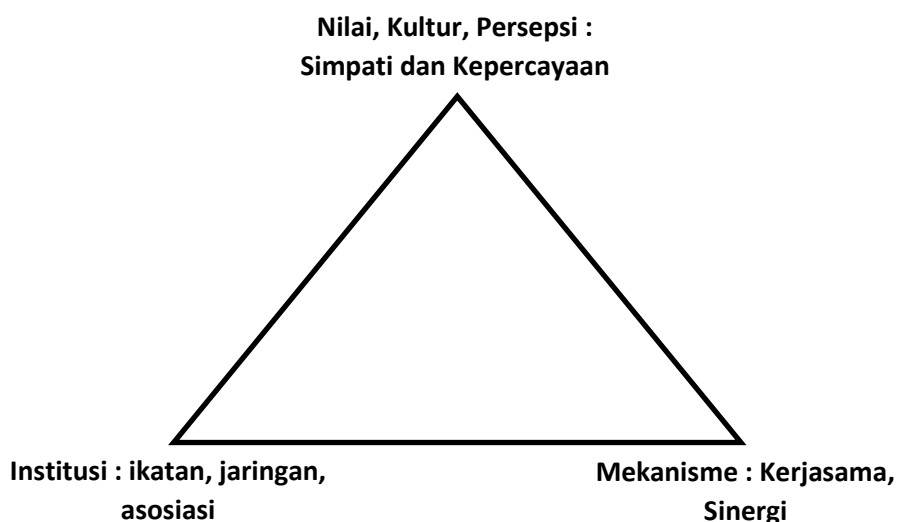
Social Capital as Material for Human Resources Management Planning

Human resources management planning is a structured series to be able to predict needs with the availability of educators and education staff. Social capital as part of HR Management planning so that education and educational staff can contribute professionally. The values that are instilled will then form social norms that are recognized and obeyed¹⁹. The habit of obeying the norms that exist in educational institutions will foster a sense of trust in Islamic educational institutions. The

¹⁹ I Gusti Ayu Wimba, 'Modal Sosial Pembangunan SDM Masyarakat Bali', *Fakultas Ekonomi Bisnis Dan Pariwisata*, Volume 2 Nomor 3 (2019). 5

formation of trust in educational institutions will lead to a desire to help each other in exchanging kindness in groups, a high level of reciprocity will foster participation in educator relationships and form social networks within them. The social capital component of Islamic educational institutions/institutions will try to explore a bond and network by way of a mechanism of cooperation and synergy so that it will generate a value of sympathy and trust. So it is very important to use in the analysis of HR planning in Islamic education institutions according to the analysis of the image below.

Picture 1. Social Capital Component



Social capital as an aspect of individual interaction and habitus has an effect on the social context and educational institutions²⁰. When the planning process has been made, there is a need for synergy between human resources educators and educational staff which must create social capital that is expected by educational institutions. If the important point is related to the existence of social networks, it allows for coordination and communication which can foster mutual trust among co-workers in educational institutions. Second, trust has positive implications in Islamic educational institutions. This is evidenced by the fact how the relationship of people who have mutual trust in a social network strengthens the norms regarding the obligation to help each other. Third, the various successes achieved through cooperation in the past in this network will encourage the continuation of cooperation in the future. These habits need to be instilled since the planning of human resources

²⁰ Binti Maunah, 'Social and Cultural Capital and Learners' Cognitive Ability: Issues and Prospects for Educational Relevance, Access and Equity Towards Digital Communication in Indonesia', *Journal of Social Studies Education Research*, 2020:11 (1) (2020). 4

in Islamic educational institutions. All jobs that are human in scope are required to be able to work well in teams.

The initial recruitment process must also be applicable to prospective educators and education staff regarding the importance of social capital that must be built by every educator and education staff in Islamic educational institutions. The values instilled in Islamic educational institutions or what can be called the culture of Islamic educational institutions must be applied as a reference that guides the behavior of educators and educational staff. The vision and mission of Islamic educational institutions must be understood, internalized, and carried out and applied in all activities. It's not just memorized as a formality.

Next are the norms or regulations formulated by Islamic educational institutions where these norms must be obeyed so that educators and educational staff who have integrity will be created in Islamic educational institutions. These norms are expected to have a positive impact on the development of Islamic educational institutions. Implementation of existing norms will result in trust or mutual trust from educators and education staff. With this, it is possible to have a united attitude. This deep act of trust will increase the participation of educators and education staff in various dimensions, especially in terms of mutual progress.

Reciprocity is the tendency to exchange goodness between individuals in an Islamic educational institution. in the process of short-term and long-term combinations in the nuances of Islamic educational institutions that are passionate about helping each other and prioritizing the interests of others. Educators and educational staff who have a strong reciprocity weight will give birth to ideal Islamic educational institutions.

Participation in the network, justifies that social capital is not built by one individual, but lies in the growing tendency in groups to socialize as an important part of a fundamental value. The tendency of Islamic educational institutions to believe in the religious dimension results in a high tendency. If that trust is attached, then loyalty participation will be carried out in the interests of Islamic educational institutions, especially for each individual to do something with full sincerity. Proactive action is social capital in the form of a strong desire from members of Islamic educational institutions not only to participate, but to always seek ways for their involvement in an Islamic educational institution's activities. The identity that characterizes these educators and education staff is that they tend not to like assistance that is served, but expect to be given choices to serve more proactively.

D. KESIMPULAN

Human resource planning in Islamic educational institutions including forecasting the number of human resources needed by educational institutions, the type of expertise needed and how many human resources are needed for each skill, efforts to place human resources in the right position for a certain period of time effectively and efficiently so that the goals are achieved Islamic educational institutions. Therefore, the most basic thing is also to build social capital as a concrete form in HR planning for Islamic educational institutions, namely the values embedded in Islamic educational institutions can be developed into a culture for educators and education staff, norms that apply so that there are restrictions on what may be done. and not carried out by educators and education staff, Trust (an attitude of mutual trust) between citizens of Islamic educational institutions so that there is a spirit of unity, Reciprocity or the tendency to share goodness so that upholding to be able to prioritize the interests of others or others, participation in the network of educator participation and Proactive educational staff in contributing to Islamic education institutions do not only receive a service. Suggestions for readers and educational institutions can increase their social capital as capital for increasing human resources so that it can affect the quality of educational institutions.

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