

## PRINCIPLES AND STEPS FOR DEVELOPING HUMAN RESOURCES IN THE LPQ DARUL MUTA'ALLIMIN SEMARANG

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### Abstract

Human resource development is an essential thing to do as a long-term investment for an organization, including educational institutions. Much research has been carried out to determine the influence of human resource development, but only focuses on the large/small level of influence without explaining how concrete steps for human resource development are carried out. This research aims to determine 1) Principles of human resource development at the LPQ Darul Muta'allimin Semarang, 2) Steps for developing human resources at the LPQ Darul Muta'allimin Qur'an Semarang. This type of research is qualitative research with descriptive methods. Data collection techniques used observation, interviews with the head and teachers also staff of LPQ Darul Muta'allimin, as well as documentation. Data analysis techniques use data reduction, data presentation and drawing conclusions. The results of this research show that 1) The principles applied by LPQ Darul Muta'allimin in implementing human resource development programs, namely istiqomah, are carried out routinely and continuously, customized according to the needs and goals to be achieved by LPQ, active participation of all LPQ stakeholders Darul Muta'allimin, as well as evaluation. 2) Steps for developing human resources for LPQ Darul Muta'allimin teachers, namely examining needs, creating instructional concepts, determining participants, implementing training, and evaluating follow-up of the human resource development program.

**Keywords:** Principles and Steps ; Human Resources Development; LPQ

## INTRODUCTION

In general, resources in an organization can be grouped into two categories: (1) human resources, and (2) non-human resources. Of all resources available in an organization, both public and private, human resources are the most important and determining quality of an organization.(Sutiawan & Fauzan, 2021)

Human resources are the main and central element in an organization, considering that all actions carried out by humans, whether carried out by individuals or groups within an organization, are basically carried out for the benefit of humans themselves. Human resources quality that are adaptive to current developments are the main factors determining the sustainability of an organization. The sustainability of an organization cannot be separated from the abilities and skills possessed by its employees or members, so the abilities and skills of these employees also need to be continuously maintained, by carrying out activities aimed at developing human resources.(Mukhlison Effendi, 2021)

Human resource development aims to increase the professionalism and skills of employees so that they can optimally carry out their main tasks and functions in an organization or company. Optimal implementation of duties and functions by these employees will certainly support organizational performance to be more effective, productive and efficient. Therefore, human resource development is an essential thing to be able to do in an organization, and it is a long-term investment for an organization because the main focus is continuous competency improvement for employees, so that the organization will continue to grow and develop, without being lost, hit by the challenges of the times.(Cahya, Rahmadani, Wijiningrum, & Swasti, 2021)

There needs to be a balance between knowledge and skill as the basis of a qualified human resource in the development of the times. (Mardhiyah, Aldriani, Chitta, & Zulfikar, 2021) Human resource development is carried out through education and training, both formal and informal, conducted simultaneously and continuously.(Ningrum, 2016) Development aims to increase long-term capabilities. According to Baihaqi (2018), development is also referred to as preparing employees to take on more complex responsibilities in an organization. Shapit and Gale (2018) also stated that development is a process of becoming a better individual. Wiliandari (2014) also stated that development is related to increasing intellectual and emotional abilities to carry out higher responsibilities.(Gustiana, Hidayat, Fauzi, & Penulis, 2022)

The principle of human resource development is improving the quality and work abilities of employees. In order for human resource development to run well, it is necessary to establish a development program that has the principle of increasing the effectiveness and work efficiency of each employee at their position level. (Hasibuan, 2009) The principles of human resource development are basic guidelines that direct the practice of developing employee potential and skills. Several principles that must be adhered to in order to develop human resources are 1) Continuity, 2) Relevance, 3) Participation, 4) Customization, 5) Evaluation. (Gold & Holden, 2017)

Continuity in human resource development means that human resource development activities are carried out continuously. Relevance means that human resources development activities must be through programs that have been adapted to the needs of the organization and are relevant to the goals of the organization. Participation, namely human resource development, must involve active participation from all employees and stakeholders of an organization. Customization, namely human resource development, must be adapted to the individual needs of employees and the needs of the organization. Evaluation, namely monitoring and measuring the results of human resource development activities, is an important thing to know so that conclusions can be drawn as to whether the human resource development program carried out is in accordance with the plan that has been formulated and implemented. (Gold & Holden, 2017)

In other side, Soeprihanto also mentioned some principles of human resources development namely encouragement and motivation from the trainer, program report, reinforcement, active participation, participle of learning, individual different, selective trainer, choosing the appropriate training method. (Maghfiroh, 2021)

The steps that can be taken to achieve human resource development goals according to (Riniwati, 2021) are 1) examining needs, 2) creating an instruction concept, 3) determining participants, 4) implementing training, 5) program evaluation and follow-up. The steps taken by each organization may be different. Remembering the vision, mission and goals of different organizations. Apart from differences in vision, mission and goals, differences in the form of institutions also bring differences in the human resource development steps that must be taken, due to differences in regulations.

The previous research that the researcher studied as a comparison was research by (Murtafiah, n.d.). Research on Reliable and Professional Human Resources Development

Management Analysis (a Case Study in IAI An Nur Lampung) presents 6 stages of human resource development, in this case teaching staff (lecturers) at the An Nur Lampung Islamic Institute. The six stages of human resource development in higher education that are explained will of course be different from the steps in human resource development carried out in Qur'anic educational institutions or LPQ, considering that Qur'anic educational institutions are educational institutions that have different rules from universities, or perhaps not even as complex as College.

Other research that researchers use as a comparison, namely Human Resource Development based on Total Quality Management at Muhammadiyah Prambanan Vocational School by Erlina Yuliyati.(Yuliyati, 2020) This research focuses on finding out the development of human resources at Muhammadiyah Prambanan Vocational School which is carried out based on Total Quality Management (TQM). This is different from the focus of researchers who want to know the principles and steps for human resource development carried out in Qur'anic education institutions or LPQ. Apart from that, research regarding human resource development needs to be carried out at Qur'anic educational institutions so that it can be seen whether it is possible for a Qur'anic educational institution to carry out human resource development practices that are the same as the concept of human resource development carried out in schools.

Much research has been conducted on human resource development previously. However, the research conducted mostly examines the influence of human resource development on employee performance. Research by(A. Pangestu, Siregar, & Isnaniah, 2020), (Adam, Suryani, & Tarigan, 2021); (Sucipto, Mukson, & Syaifulloh, 2021),(Yahya & Ahmad Yani, 2023). These four studies discuss the influence of human resource development on employee performance. Also Wibowo did a quantitative research stated that human resources development have an influence with a moderate category on the performance of officials.(Wibowo, 2021)

Research on the principles and steps for human resource development is still rarely found. Research on human resource development may also have been carried out in educational institutions, as the researcher explained previously, it was carried out at the An-Nur Islamic Institute and Prambanan Muhammadiyah Vocational School. However, research on human resource development at the Darul Muta'allimin Qur'anic educational

institution has become a new outreach aspect, which researchers hope can become a source of insight and inspiration for future research.

Based on the Decree of the Director General of Islamic Education No. 91 of 2020[1] Regarding the Guidelines for the Implementation of Qur'anic Education, that the Qur'anic Education Board (LPQ) is an Islamic religious education institution that organizes Qur'anic education and in it is a Al-Qur'an learning process starts from reading, memorizing and practicing it. (K. M. Pangestu & , Suendri, 2023) Learning the Qur'an at a Qur'an education institution is a very crucial thing for humans, because humans are required by God to seek knowledge, both religious and general knowledge, as mentioned in *Q.S. Al Mujadalah: 11* who encourage people to open themselves up in the assembly. The assembly referred to here is the assembly of knowledge.

LPQ Darul Muta'allimin is an educational institution under the auspices of *the Badan Koordinasi Lembaga Pendidikan Al-Qur'an (Badko LPQ)* Semarang. Badko LPQ Kota Semarang is an organization in the form of a group in the fields of education, religion, and social. Badko LPQ Kota Semarang believes in Islam and is based on Pancasila. Badko LPQ Kota Semarang is independent and not under the auspices of social political organizations or other social organizations. Being under the auspices and supervision of Badko LPQ Semarang City, gives implications to LPQ Darul Muta'allimin required to continue holding human resource development activities. Badko LPQ is an institution that supervises and provides guidance and facilities to LPQ Darul Muta'allimin to continue development in various fields, especially in the field of human resources. This is done so that the existence of the Qur'anic education institution (LPQ) continues to be maintained, considering the LPQ is also a place where muslims teach their generation to worships their Almighty God.

Therefore, researches aim to know how LPQ Darul Muta'allimin implementing their human resources development activities on each steps also its principles. Knowing the principles and steps developing human resources activities is very necessary so that the implementation of human resource development activities can be carried out in an orderly manner, without overlapping or even skipping the wrong steps, thereby potentially causing failure for educational institutions in carrying out human resource development activities for its teacher/ustadzah.

## METHODS

Researchers used descriptive research with a qualitative approach as an effort to find answers to the problem formulation. Descriptive research is used to describe existing phenomena, which are taking place currently or in the past, without manipulating or changing variables, but describing a condition as it is. (Surur, 2021) Qualitative research is a research method that produces descriptive data in the form of written or spoken words, from people's behavior that is observed and expressed in the form of reports and descriptions. (Erdiyansyah, 2022)

The research was held in two weeks, by January 1<sup>st</sup> to 14<sup>th</sup> 2024, carried out at the Darul Mutaalimin Al-Qur'an Education Institute, Semarang City. Research subjects are those who know, understand and experience the things being researched. Research subjects are those who do not tend to convey information in their own "packaging", and those who are "quite unfamiliar" with researchers so that they are more exciting to be used as resource persons. (Atrisia Nonci Yurnan, Muhamad Taufik Arifin, Amir Djonu, & Hari Susilowati, 2023) Research subjects are the head of LPQ Darul Mutaalimin, teachers and staff as well as the admin of LPQ Darul Mutaalimin.

The problem formulation will not be answered if we have not extracted factual research data in the field. (Sari & Winarni, 2023) For this reason, data collection is something that must be done. The researchers collected research data in the field by directly observing documents from Qur'anic education institutions, interviewing the heads, teachers and staff of Qur'anic education institutions, as well as taking documentation related to the problem topic being researched. Data analysis uses the Miles and Huberman technique, namely data reduction, data presentation, and drawing conclusions.

The Darul Muta'allimin Qur'an Education Institute is part of the Darul Muta'allimin Education Foundation which is located in Gondoriyo Village, 02/IV, Ngaliyan District, Semarang City. LPQ Darul Muta'allimin is under the auspices of the *Badan Koordinasi LPQ Kota Semarang*. This LPQ is the only legal entity Qur'anic education institution that actively teaches the Qur'an to children aged 5-12 years in the RW 04 Gondoriyo Village area. The Darul Muta'allimin Qur'an Education Institute then made the researchers the object of research regarding human resource development, which focused on knowing the principles and steps, so that later they could make scientific contributions regarding the principles and steps taken at Qur'an education institutions.

## RESULTS

### 1. Principles of Human Resource Development at the LPQ Darul Muta'allimin Semarang

Based on what researcher's got from the Head of LPQ Darul Muta'allimin, namely Mrs. Muhayati, the development of human resources, namely the LPQ teaching ustadzah, was carried out by upholding the principle of *istiqomah*, namely being persistent and carried out continuously. The Head of LPQ said that the development of ustadzah competency is carried out every last thursday of every month. This was confirmed by Ustadzah Sri and Ustadzah Rohil. On the last thursday of every month, all LPQ Darul Muta'allimin teachers always hold a "*Mushafahah Together*", namely an activity correction (correction of reading the Qur'an). Each Ustadzah crosschecks the recitation of other ustzah to improve their knowledge of recitation.

The development of human resources, which is Darul Muta'allimin ustadzah, is also carried out in accordance with the needs and demands of LPQ. Head of LPQ, Mrs. Muhayati, said that being under the auspices of the *Badko LPQ Kota Semarang*, LPQ is required to always participate in training activities as a form of human resource competency development provided by the *Badko LPQ Kota Semarang*. Mrs. Muhayati and other LPQ heads throughout Semarang City some time ago took part in TPQ Teacher Development activities, Post PAUD, Madin, for 2 days on the past 25 to 26 november 2023, which was initiated by the Semarang City Government.

Ustadzah Nafisah also stated that representatives of LPQ Darul Muta'allimin are obliged to follow various training courses, namely Training using Canva as supporting learning materials, Training on the Use of SIGAP and SIPDAR Information Systems, as well as Emis Pondok Pesantren, training in making online website for LPQ, training in making *IJOP* or *Ijin Operasional* for the legality of LPQ by Online, and other routine training.

After various human resource development programs are carried out, of course there will always be evaluation and follow-up. The principle of human resource development, namely the next LPQ teaching ustadzah Darul Muta'allimin is evaluative. The Head of LPQ Darul Muta'allimin said that all activities were measured and evaluated, whether the human resource development activities carried out were appropriate, able to

meet the targets of LPQ Darul Muta'allimin, or whether improvements were still needed, or additional programs to support the achievement of LPQ Darul Muta'allimin's targets.

## 2. Steps for Human Resources Development at LPQ Darul Muta'allimin

The steps that can be taken to achieve the goal of human resource development are explained by the Head of LPQ Darul Muta'allimin as follows

### a. Examination of needs

The Head of LPQ Darul Muta'allimin held a joint coordination meeting with all LPQ teaching staff/ustadzah, and also the Board of Trustees of the Darul Muta'allimin Education Foundation. This coordination meeting is held at the beginning of each academic year, in order to identify the needs of LPQ Darul Muta'allimin, so that it can then be used as material for consideration in preparing plans and strategies that will be carried out including matters related to human resource development, which is LPQ Darul Muta'allimin teachers. .

### b. Creation of Instructional Concepts

LPQ Darul Muta'allimin head issued instructions to LPQ teachers/Ustadzah, regarding human resource development activities through training that LPQ must follow on the recommendation from *Badko LPQ Kota Semarang*. The Head of LPQ provided details of the activity program, time and place of development program activities, as well as what needs needed to be prepared to be able to take part in the human resource development training program for LPQ Teacher/Ustadzah Darul Muta'allimin.

### c. Determination of Participants

Head of LPQ Darul Muta'allimin determines who are suitable teachers/staff to take part in training or human resource development activities which will be held in coordination with *Badko LPQ Semarang City*. Determination of development program participants is determined according to program needs. For example, in the LPQ Teacher Development Program, the Head of LPQ will be assigned to participate and then pass on his knowledge to all LPQ teachers/clerics.

As another example, the training program that will be carried out is Training on the Use of the SIGAP, SIPDAR, and Emis Islamic Boarding School Information Systems, Training on Making Operational Permits Online. So the Head of LPQ will

delegate LPQ Darul Muta'allimin educational/admin staff who have the capability and are most competent regarding the LPQ Darul Muta'allimin information system.

d. Implementation of Training

After the participants for resource development activities have been selected by the Head of LPQ Darul Muta'allimin, the training or human resource development program can be carried out in accordance with the series of activities and details of the human resource development activity program that have also been previously determined. Training can also be carried out using methods that have been previously determined in the human resource development program.

e. Program Evaluation and Follow-up

Head of LPQ Darul Muta'alimin said that the final step in human resource development activities is of course conducting an evaluation. Evaluation is carried out by checking all aspects of human resource development activities, whether they are in accordance with the design, and whether the objectives of human resource development activities have been achieved. Evaluation of activities also includes whether there are obstacles that arise in human resource development activities, as well as solutions or follow-up that need to be carried out on human resource development activities that have been held.

The steps for human resource development activities, namely the development of LPQ Darul Muta'allimin teaching staff, are also explained by the Head of LPQ in the following table:

Table 1 Steps for Human Resources Development at LPQ Darul Muta'allimin Semarang

Steps	Activity	Targets
1	LPQ Needs Assessment	<ul style="list-style-type: none"> <li>▪ Analyzing the objectives of LPQ Darul Muta'allimin</li> <li>▪ Analyzing teachers/<i>Ustadz</i> LPQ</li> <li>▪ Analyzing the duties of the head, teachers, and LPQ staffs.</li> </ul>
2	Ensuring teacher readiness	<ul style="list-style-type: none"> <li>▪ The attitude and motivation of the teachers/<i>ustadz</i></li> <li>▪ Basic teacher/<i>ustadz</i> skills, as well as reading and teaching skills of the Qur'an and Hadits</li> </ul>
3	Training environment	<ul style="list-style-type: none"> <li>▪ Identifying learning objectives and</li> </ul>

	conditioning		<ul style="list-style-type: none"> <li>training outcomes</li> <li>▪ Training materials</li> <li>▪ Post-training practice</li> <li>▪ Training feedback</li> <li>▪ Organizing and coordinating programs</li> </ul>
4	Ensuring implementation	training	<ul style="list-style-type: none"> <li>▪ Self management strategies</li> <li>▪ Support from the Head of LPQ, as well as fellow teachers/ustadzah</li> </ul>
5	Training models selection		<ul style="list-style-type: none"> <li>▪ Self management strategies</li> <li>▪ Presentation method</li> <li>▪ Practical experience method</li> <li>▪ Group method</li> </ul>
6	Training program oversight		<ul style="list-style-type: none"> <li>▪ Program evaluation</li> <li>▪ Identifying training outcomes</li> <li>▪ Cost benefit analysis</li> </ul>

From the table we knew that LPQ Darul Muta'allimin analyzing their objectives also the duties of each stakeholder, including the head of LPQ Darul Muta'allimin as the form of doing needs assessment. Measuring teacher's skill, attitude, and motivation were done to ensure their readiness. As the form of conditioning training environment, LPQ Darul Muta'llimin identifying their learning objectives also training materials and outcomes, formulating post-training practice, organizing and coordinating all programs needed. LPQ Darul Mutaallimin's teacher not only need a support from its head, but also need their self management strategies to ensure the implementation of the training. After that, LPQ Darul Muta'allimin teacher need to select their training models, whether they choose to use presentation, practical experience, or group method. By the end, LPQ Darul Mutaallimin need to evaluate the programs they have done, identifying the outcomes, and doing a cost-benefit analysis.

## DISCUSSION

### 1. Principles of Human Resources and Organizational Development

The principles of human resource development are basic guidelines that direct the practice of developing employee potential and skills. Several principles that must be adhered to in order to develop human resources are 1) Continuity, 2) Relevance, 3) Participation, 4) Customization, 5) Evaluation (Gold & Holden, 2017)

a. Continuity

Human resource development must be an activity that is carried out continuously. This will allow employees to learn and develop continuously over time. The principle of "*istiqomah*" implemented by the Head of the LPQ Darul Muta'allimin is actually an embodiment of the principle of continuity, namely that a firm stance is carried out continuously.

b. Relevance

Human resource development must be through programs that have been adapted to the needs of the organization and are relevant to the goals of the organization. This can help an organization to achieve its desired targets. The development of LPQ Darul Muta'allimin human resources is also carried out in accordance with the needs and demands of the LPQ, which is a form of human resource development carried out by applying the principle of relevance.

c. Participation

Human resource development must involve active participation from all employees and stakeholders of an organization. Employees are involved in the process of preparing development plans so that they can increase their motivation and effectiveness. The head of LPQ involves active participation from all stakeholder LPQ Darul Muta'allimin in the process of developing human resources.

d. Customization

Human resource development must be adjusted to the individual needs of employees and the needs of the organization, in order to obtain a program plan that can precisely achieve the targets of the human resource development program. The development of LPQ Darul Muta'allimin human resources, is also carried out in accordance with the needs and demands of the LPQ, which is a form of human resource development carried out by applying the principle of customization.

e. Evaluation

Monitoring and measuring the results of human resource development activities is an important thing to know so that conclusions can be drawn as to whether the human resource development program carried out is in accordance with the plan that has been formulated and implemented. The Head of LPQ always

conducts an evaluation after the human resource development program is carried out. This is done to find out whether it is in accordance with the design, and whether the objectives of human resource development activities have been achieved, as well as whether there are obstacles that arise in human resource development activities, as well as solutions or follow-up that need to be carried out regarding human resource development activities. which has been done.

## 2. Human Resources and Organizational Development Steps

The steps for human resource development activities through training were also explained by Lijan Poltak Sinambela through several processes explained in the following. (Sinambela, 2021)

*First step*, used to determine whether these human resource development activities are truly needed. *Second step*, includes ensuring that the participants in developing these resources are genuine capable to master human resource development material and have the motivation to take part in human resource development activities. *Third step*, needed to identify whether the discussion of the training material has met the factors needed to run well. *Fourth step*, carried out to ensure that human resource development participants actually practice what they have been taught or given training. This of course requires support from managers and colleagues in the organization or company to be cooperative so that human resource development material can be put into practice in the work environment. *Fifth step*, is carried out for the sake of implementing human resource development and achieving the desired targets from these human resource development activities. *Sixth step* is carried out to evaluate human resource development activities and find out whether the activities carried out have achieved the desired results, as well as financial goals.

## CONCLUSION

Based on the research results, it can be concluded that

The principle of human resource development at LPQ Darul Muta'allimin is *istiqomah* (continuity), namely that it is carried out continuously, adapted to the needs and vision and mission of LPQ (relevance and customization). Not only continuity, the other

principle is participation of all LPQ stakeholders, as well as evaluation of all human resource development programs in this is what the teacher/Ustadzah has implemented.

Steps for developing human resources at LPQ Darul Muta'allimin include examining LPQ needs by holding coordination meetings of all LPQ Darul Muta'allimin stakeholders along with the Foundation Board of Trustees, drafting instructions from the head of LPQ regarding the human resource development program, determining human resource development program participants, training implementation, as well as program evaluation and follow-up of LPQ Darul Muta'allimin's human resource training or development program.

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