



Designing Adaptive Human Resource Management In Pesantren: A Critical Study of Traditional Practices

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DOI: 10.28918/jei.v10i1.10661			
Received: 15 April 2025	Revised: 12 June 2025	Approved: 12 June 2025	Available Online: 24 June 2025

Abstrak

Pesantren merupakan salah satu lembaga pendidikan tertua di nusantara yang memiliki peran penting dalam pembangunan karakter bangsa. Meskipun pondok pesantren memiliki peran strategis dalam pembentukan karakter bangsa, banyak di antaranya yang belum memiliki sistem manajemen sumber daya manusia (MSDM) yang terstruktur dan adaptif, sehingga menghadapi kendala dalam mempertahankan mutu pendidikan dan keberlanjutan lembaga. Penelitian ini bertujuan untuk menganalisis pelaksanaan manajemen sumber daya manusia (MSDM) di Pondok Pesantren Hasyim Asy'ari Kecamatan Tarub Kabupaten Tegal, yang merupakan lembaga pendidikan Islam yang memadukan pendidikan keagamaan dan umum dalam kerangka modernisasi. Metode yang digunakan adalah penelitian kualitatif dengan pendekatan studi kasus, melalui teknik observasi, wawancara mendalam, dan dokumentasi. Hasil penelitian menunjukkan bahwa manajemen SDM di pesantren ini mencakup beberapa aspek penting, yaitu perencanaan, pengorganisasian, pelaksanaan, dan pengendalian. Dalam aspek perencanaan, digunakan analisis tren berdasarkan data historis, namun belum sepenuhnya mempertimbangkan faktor dinamis seperti fluktuasi pendaftaran santri. Pengorganisasian SDM masih terbatas pada struktur formal tanpa penguatan sistem koordinasi internal. Tahapan pelaksanaan meliputi rekrutmen, seleksi, orientasi, pelatihan, dan penilaian telah dilakukan, namun masih bersifat sederhana dan belum optimal dalam pengembangan profesionalisme tenaga pendidik. Salah satu tantangan utama adalah rendahnya kompensasi atau bisyaroh yang berpotensi memengaruhi motivasi kerja. Temuan ini menunjukkan perlunya strategi MSDM yang lebih sistematis, berbasis kebutuhan, dan berorientasi pada peningkatan kualitas tenaga pendidik dalam rangka mencetak santri yang unggul dan siap menghadapi tantangan global.

Kata Kunci: Manajemen, SDM, Pondok Pesantren



Abstract

Pondok Pesantren is one of the oldest educational institutions in the archipelago that has an important role in building the nation's character. Although boarding schools have a strategic role in building the nation's character, many of them do not have a structured and adaptive human resource management (HRM) system, thus facing obstacles in maintaining the quality of education and the sustainability of the institution. This study aims to analyze the implementation of human resource management (HRM) at the Hasyim Asy'ari Islamic Boarding School in Tarub District, Tegal Regency, an Islamic educational institution combining religious and general education within the framework of modernization. The qualitative research method uses a case study approach through observation techniques, in-depth interviews, and documentation. The results showed that HR management in this pesantren includes several important aspects: planning, organizing, implementing, and controlling. In planning, trend analysis is used based on historical data, but it has not fully considered dynamic factors such as fluctuations in Santri enrollment. The HR organization is still limited to a formal structure, and the internal coordination system is not strengthened. Implementation stages, including recruitment, selection, orientation, training, and assessment, have been carried out but are still simple and not optimal in developing the professionalism of teaching staff. One of the main challenges is low compensation, or *bisyaroh*, which can affect work motivation. These findings indicate the need for a more systematic, needs-based, and oriented HRM strategy to improve the quality of teaching staff in order to produce superior Santri who are ready to face global challenges.

Keywords: Management, Human Resources, Pondok Pesantren

INTRODUCTION

The effectiveness of human resource management (HRM) in schools and other educational institutions, including pesantren, is vital. HR management is the key to ensuring that planning and educational development programs run optimally. Educators and education personnel play a strategic role in running the wheels of educational organizations, especially in carrying out their duties as educators, teachers, mentors, and trainers according to local and national curriculum demands. The quality of educational institutions is also largely determined by how inputs, processes, and outputs are correctly managed (Wahid & Thoyib, 2022).

Implementing human resource management in educational organizations is not just an administrative technicality but also based on the values of dedication and humanity to educate the nation's life. Therefore, the world of education is required to develop HR management that aligns with modern management principles as applied in the business world. This step is a form of anticipation of new trends in the

world of education to maintain the existence and competitiveness of institutions and produce quality human resources relevant to the needs of the times (Yusuf & Jamilus, 2024).

From a modern management perspective, the success of educational institutions depends not only on curriculum and infrastructure but also on planned, systematic, and sustainable human resource management. HR management in educational organizations is based on the values of dedication, humanity, and the spirit of educating the nation's life. Therefore, the managerial approach in education is no longer traditional; it must adopt the principles of strategic management as applied in the business world to answer the needs of changing times and improve the competitiveness of institutions (Mukhyi, 2019).

One of the educational institutions that shows a high commitment to integrating Islamic values and professional human resource development is Pondok Pesantren Hasyim Asy'ari, which is located in Tarub District, Tegal Regency. This pesantren harmonizes the Islamic religious education curriculum with general science and technology. This step is in line with the modernization process of pesantren, which is to improve the Islamic education system to be more adaptive to the demands of globalization without losing the essence of Islamic values that are the basic foundation of pesantren.

HR management at Hasyim Asy'ari Islamic Boarding School includes a series of important activities, ranging from planning (job analysis and workforce needs planning), organizing, and implementing (recruitment, selection, orientation, training) to controlling (performance evaluation and compensation). The purpose of this whole process is to empower human resources in order to produce quality graduates optimally. These namely students not only understand religion but are also able to become Muslim intellectuals who are ready to face the challenges of the times (Hasibuan, 2017).

Hasyim Asy'ari Islamic Boarding School in Tarub District, Tegal Regency, is a form of education that balances religious and general education. This pesantren presents a refreshment in the education system by implementing a modernization process to improve the existing Islamic education system. Integrating Islamic knowledge with general science and technology is a strategic step for this institution

in preparing its students to face the challenges of globalization, which is full of competition in various aspects of life (Aldeia & Sulaiman, 2023).

The modernization of the education system in the pesantren environment cannot be separated from the quality of human resource management. In this context, synergy is needed from all potential stakeholders, ranging from leaders and educators to students. One of the concrete efforts made is through the implementation of comprehensive HR management, including planning (job analysis and HR needs planning), organizing, implementing (recruitment, selection, orientation, training), and controlling (performance appraisal and compensation). These steps aim to maximally empower human resources to produce outputs as qualified santri as Muslim intellectual candidates who can compete in the modern era (Afifurrohman & Maulidah, 2024).

Research related to Human Resources management in pesantren has been conducted by Widodo (2025) with the title *Islamic Boarding School Management in Human Resources Management towards Improving Santri's Ability (Study at Darul Qur'an Islamic Boarding School in Malang City)*. The results showed that the management of Pondok Pesantren Darul Quran Malang on human resources can be divided into two management matters: managerial function management and operational function management.

The research equation with this research lies in the HR management issue in pesantren. The difference lies in the object studied and the focus of the research. The research focuses on pesantren management in HR management to improve Santri's ability. This research focuses on HR management in Hasyim Asy'ari Islamic Boarding School in Tarub District, Tegal Regency.

Previous research shows that structured and professional HR management contributes significantly to improving the quality of education in pesantren. This includes teacher competency development, objective performance evaluation, and fair and motivating compensation patterns (Anarki, 2025). Therefore, it is important to uncover and empirically examine the implementation of HR management at Hasyim Asy'ari Islamic Boarding School to comprehensively strengthen the effectiveness of the management of pesantren-based educational institutions.

Human resource management (HRM) has a central role in improving the quality of educational institutions, including boarding schools. According to Dessler (2020), HR management includes important functions such as planning, recruitment, selection, training and development, performance appraisal, and compensation. In the context of Hasyim Asy'ari Islamic Boarding School, these functions are the primary foundation in ensuring that teachers and education personnel recruited have professional competence, Islamic values, and sincerity in educating students. With structured HR management, Islamic boarding schools can balance traditional Islamic values with the demands of educational modernization.

Kristof (1996), in the Person-Organization Fit theory, asserts that value congruence between individuals and organizations contributes to loyalty and work effectiveness. This is very relevant in the context of pesantren that uphold religious values, morality, and social commitment. Therefore, the recruitment of teaching staff at Hasyim Asy'ari Islamic Boarding School needs to consider the alignment of the vision between prospective teachers and the mission of the pesantren as an integrated Islamic education institution.

Based on this explanation, this study aims to describe Human Resource Management at Hasyim Asy'ari Islamic Boarding School, Tarub Subdistrict, Tegal Regency.

METHOD

This research uses a qualitative descriptive approach, as it is suitable for exploring complex, contextual, and meaningful social phenomena from the actors' perspective (Creswell & Poth, 2018). This method is relevant to examine the practice of human resource management (HRM) at Hasyim Asy'ari Islamic Boarding School, which involves values, organizational culture, and social dynamics.

The research strategy used is a case study, as proposed by (Yin, 2018), to enable in-depth and holistic exploration of HRM phenomena in real-life contexts. This strategy also enables understanding the distinctive HRM practices in integrated curriculum-based pesantren.

Data collection techniques included in-depth interviews, participatory observation, and documentation. Interviews were conducted with pesantren leaders, heads of education units, senior teachers, and other education personnel to

understand HRM strategies and challenges. Observation captured direct practices, such as recruitment, training, and job evaluation.

Data analysis was conducted using the interactive model from (Miles et al., 2018), which includes three stages: data reduction, data presentation, and conclusion drawing/verification. Data reduction was done by selecting and simplifying important information; data presentation in the form of narratives and matrices was used to map relationships between data, while conclusion drawing was done inductively based on emerging patterns and themes. To ensure the credibility of the data, a triangulation of sources and techniques was conducted, and members were checked with informants to ensure that the researcher's interpretation was based on the reality intended by the research subjects (Nowell et al., 2017).

Characteristics of Hasyim Asy'ari Islamic Boarding School

From the research results, the Islamic boarding school, which was founded in 2003, is located on Tarub Street No. 25, Tarub, Tegal Regency. 25, Tarub, Tegal Regency, Central Java Province. According to the type of boarding school, this boarding school is a modern boarding school, which, in addition to the classical Islamic education sector, also includes all levels of public schools from elementary to higher education. Parallel to that, it organizes skills education, namely sewing and printing.

According to the group of Hasyim Asy'ari Islamic boarding schools, they are Salafi Islamic boarding schools, which, in addition to teaching classical books that must be studied (Azra, 1999; Dhofier, 1985), also include general lessons as the core of education and use the school education system (madrasah) in teaching. According to the type of pesantren, Hasyim Asy'ari belongs to type D, which is a pesantren that organizes the pesantren system as well as the school system.

Human Resource Planning at Hasyim Asy'ari Islamic Boarding School

The planning carried out by Hasyim Asy'ari Islamic Boarding School uses trend analysis, namely past year data used to predict future HR needs. This analysis is relatively easy and good, but there are weaknesses, namely that the level of HR needs is not entirely dependent on historical data; other factors, such as changes in the number of children enrolled with graduates, will also affect future HR needs. This is under the following interview results.

"Usually, we look at previous years' data, especially the number of students and teaching staff. From there, we calculate the ratio between teachers and students and then use it to determine how many teachers will be needed next year. We use that pattern because it is easier and has proven accurate." (CLHW/ AK).

Human resource planning at Hasyim Asy'ari Islamic Boarding School using the trend analysis method of estimating the need for educators based on historical data, a predictive approach that is relatively easy to implement and quite helpful in the context of organizations that have stable growth. Job analysis conducted based on traditional educational roles also provides an overview of the job function needs of pesantren. However, this raises obstacles, such as the following interview results.

"Yes, that is right. Sometimes, we also experience unexpected spikes in new students, especially during the new school year. If we only rely on past data, we can mistakenly estimate the number of teachers needed. For example, last year, the enrollment of new students increased dramatically due to the scholarship program. That is not predictable from previous years' data" (CLHW/ AK).

However, the sole use of trend analysis in the context of educational institutions such as pesantren has severe limitations. First, the basic assumption of trend analysis is that the future will be similar to the past, which is not always relevant in a dynamic environment. In Islamic education, the number of enrollees, the national curriculum, the preferences of santri guardians, and socio-economic factors around pesantren can change drastically yearly.

As asserted by (R. D. Handoko, 2021), HR planning that is only trend-based without considering external factors risks producing inaccurate projections of workforce needs and burdening institutions with staff shortages or excesses. This is reinforced by research (Maulana & Ridwan, 2020), which shows that trend analysis must be combined with competency-based approaches and strategic projections for HR management to adapt to change.

In addition, pesantren as educational institutions that combine formal and informal systems should consider the number of human resources and the quality and relevance of teaching staff competencies needed in the future, including digital capabilities, mastery of modern pedagogy, and integration of Islamic values. This is where the role of strategic workforce planning becomes important.

Thus, an update in the HR planning approach is needed, including (1) Combining trend analysis with scenario analysis that considers external variables

such as population growth, migration trends, curriculum changes, and government policies; (2) Involving internal and external stakeholders in developing projections of HR needs; (3) Implementing competency-based job analysis, not just based on administrative tasks or experience. These steps will strengthen HR planning in pesantren to be quantitative but also strategic and sustainable.

Organizing Human Resources at the Hasyim Asy'ari Islamic Boarding School

The organization carried out by Ponpes Hasyim Asy'ari needs significant development because it is observed that the organization in Ponpes Hasyim Asy'ari is only in the organizational part as a structure (organizational design), which includes the division of tasks. This is under the results of interviews with teachers at Hasyim Asy'ari boarding school.

"We usually coordinate through regular weekly meetings, although sometimes not all departments can attend due to their busy schedules. However, there is no standardized documentation system. We hope that in the future, there will be some kind of SOP or a more structured work system" (CLHW/AS).

Organizing in human resource management at Hasyim Asy'ari Islamic Boarding School is currently limited to the organization's formal structure, namely the hierarchical division of tasks between sections, such as between caregivers, ustadz, administrative staff, and teaching sections. This shows that the cottage has implemented the basic form of organizing as described in the classic theory of organization by Fayol, namely the division of work as the first step of organizing (Robbins & Coulter, 2018).

However, an organization that relies only on structure and division of tasks is not sufficient to answer the complexity of the challenges faced by pesantren-based educational institutions in the modern era. According to research results (Muqodas & Kholid, 2020), effective HR organization in Islamic educational institutions should include three main aspects: a dynamic organizational structure, the formation of cross-functional collaborative work teams, and a solid internal coordination and communication system.

In this context, Hasyim Asy'ari Islamic Boarding School needs to transform from the mere division of labour towards a function- and competency-based organization. For example, task grouping is based on hierarchy and expertise (pedagogical, religious, and digital competencies) to develop adaptive and

collaborative work teams. As stated by Ramdhani (2022), the success of organizing in modern Islamic educational institutions is highly dependent on the organization's ability to form a flexible work structure and adapt to the dynamics of the times, especially to face the challenges of globalization and digital transformation.

Furthermore, the weak implementation of written and open job descriptions and job specifications in the pesantren environment is an obstacle to the development of organizational effectiveness. The lack of clarity of roles and responsibilities can lead to overlapping work or even conflicts between staff. This is reinforced by a study (Nuryanti & Asnawi, 2021), which states that Islamic education organizations that do not have a comprehensive job analysis-based organizing system tend to experience stagnation in managing their human resources.

Implementation of Human Resource Management at Hasyim Asy'ari Islamic Boarding School

From the results of observations, it can be said that Hasyim Asy'ari Islamic Boarding School has carried out recruitment well, namely dividing the stages into four (identification of educators, sources of candidates, recruitment methods, offering vacancies) so that the number of teachers is under the number of students with the right qualifications and according to the job.

If analyzed, the selection implementation in Pesantren Hasyim Asy'ari is quite simple. However, the results can be maximized, as evidenced by the existing data that the teachers all have a bachelor's degree, and most of them already have important positions in state and private institutions; in this case, what is somewhat tricky is to analyze the competent surrounding personnel and seduce how the intended person wants and is even interested in fighting for education at Ponpes Hasyim Asy'ari Tarub Kendal. This is under the following interview results.

"The selection process is not too complicated. We emphasize personal eligibility more, especially regarding the educational background and commitment to pesantren values. Usually, direct interviews and observations are enough during the probation period. However, alhamdulillah, the results are good. Most of our teachers have a bachelor's degree, and some have even worked in government and private institutions" (CLHW/AS).

From the results of observations and interviews, it can be seen that Ponpes has carried out orientation. However, with simple methods and relatively low costs, the purpose of orientation (induction) can be achieved. Although the training conducted

by the boarding school already exists and can be under the objectives, it would not hurt if the board of the boarding school knows the steps of organizing training and development as expressed (Sirait, 2006) so that the training becomes more focused under the needs of the boarding school.

The assessment carried out by the board of Hasyim Asy'ari Ponpes is relatively simple. It needs to be developed so that it is under the definition put forward by Sirait (2006), where performance appraisal must: 1) set work standards, 2) assess the real work performance of employees compared to work standards that have been set, 3) provide feedback to employees to motivate employees to leave poor performance and maintain, even improve good performance.

Looking at the analysis above, the researcher cannot do much. After observing from the beginning the HR management system that has been arranged so well, it turns out that the compensation provided by this institution is relatively low, especially the bisyaroh given to teachers/ustadz popes, which is Rp.5,000/hour, even though according to the researcher's analysis there are many unfunded components such as stationery, maintenance, capital expenditure procurement, board salaries.

The implementation of human resource management at Hasyim Asy'ari Islamic Boarding School has reflected an awareness of the importance of systematic HR governance, characterized by structured recruitment stages, namely identification of educators' needs, searching for sources of candidates, selecting recruitment methods, and offering job positions. This shows that pesantren have adopted the basic principles of HR strategic management that place the recruitment process as the gateway to quality (T. H. Handoko, 2020).

However, if viewed critically, the recruitment approach is still conventional and based on social relations and emotional closeness, not on competence or merit systems. This risks causing bias in HR selection. Research from Zulfa and Amin (2021) shows that the merit-based recruitment process (competence and professional track record) significantly affects the quality of Islamic education institutions because it ensures objectivity and performance achievement.

A selection that is considered simple but produces highly educated undergraduate teachers deserves appreciation. However, this simplicity must be accompanied by a more explicit and standardized competency assessment system.

As explained by Siregar (2020), educational institutions need to develop a competency-based selection system to screen individuals who not only meet academic requirements but also have a match of values and motivation.

The orientation and training program at Ponpes Hasyim Asy'ari, although limited in terms of costs and methods, was still able to meet the basic objective of introducing work culture. However, a needs-based training system (training needs assessment) must be implemented for this program to be more effective. According to (Abdullah, 2022), human resource development in pesantren must adjust to local needs and global challenges, so the training curriculum must be designed systemically and measurably, not just an annual routine.

Regarding compensation, the very low value of bisyaroh (Rp5,000/hour) is a serious challenge. This risks reducing teachers' motivation and commitment in the long term. Research (Nurhayati & Rahma, 2020) emphasizes that providing fair and appropriate compensation is an important indicator in retaining human resources in pesantren, especially for teaching staff who have to deal with high workloads and demands for professionalism. Therefore, budget planning needs to be reviewed by considering aspects of total reward, including financial and non-financial compensation.

Controlling Human Resource Management at Hasyim Asy'ari Islamic Boarding School

Controlling in HRM is important to ensure that the planning, implementation, and organizing processes run under the predetermined objectives. Based on observations at Pesantren Hasyim Asy'ari, the control mechanism for the performance of educators and staff is simple, tends to be informal, and is not based on measurable work indicators. Teacher performance assessment, for example, is only carried out based on discipline and attendance, without a comprehensive learning evaluation instrument or a structured reward and punishment system.

"Currently, we still have a simple control mechanism. There is no written assessment system or detailed work indicators. We usually look at the discipline of teachers, such as their attendance and involvement in hut activities" (CLHW/AK).

Based on the interview results, the performance control of educators and staff at Ponpes Hasyim Asy'ari is still carried out informally, focusing mainly on discipline

and attendance. There is no systematic learning evaluation instrument or structured reward and punishment system. Without measurable work indicators, control tends to be based on family relationships and personal closeness. This shows the need to develop a more objective and professional evaluation system in managing pesantren human resources.

In the context of performance control theory, according to Bernardin and Russell (1993), practical performance evaluation should cover six main dimensions: quality, quantity, punctuality, attendance, ability to work together, and initiative ability. If these six dimensions are not measured systematically, the control results tend not to be objective and can affect teacher work motivation.

Furthermore, research by Susanti and Pramudyo (2021) emphasizes that reasonable performance control in religious-based educational institutions needs to use competency-based instruments and moral-spiritual values to align with the mission of Islamic boarding school education, prioritizing morals and integrity.

Hasyim Asy'ari Islamic Boarding School does not yet have a data-based performance reporting and periodic monitoring system. This makes it difficult to comprehensively evaluate HR performance, especially in efforts to improve the quality of sustainable education. Weak control also contributes to other problems, such as low teacher compensation that is not balanced with measurements of productivity or work achievements.

To improve the effectiveness of HR control, Islamic boarding schools need to build a monitoring and evaluation system based on relevant Key Performance Indicators (KPIs), accompanied by constructive feedback. According to (Wahyudi, 2020), participatory control, where teachers are involved in setting performance standards and evaluating the results, will improve performance more effectively than an authoritative top-down approach.

Implications of Human Resource Management at Hasyim Asy'ari Islamic Boarding School

All educational activities are directed so that students can balance between mastery of general knowledge and religion as provisions for students to be successful in the world and the hereafter. Implementing faith, knowledge, and charity in all

aspects of students' lives requires a shared vision, mission, and cooperation between leaders, teachers, employees, students, and the community to achieve this.

The implementation of human resource management, which includes planning, organizing, implementing, and controlling, must continue to pay attention to and consider the internal and external conditions of Hasyim Asy'ari Tarub Islamic Boarding School or continue to consider conditions that have been going on for a long time and are good.

With the organization that is not yet comprehensive at Hasyim Asy'ari Islamic Boarding School; it is only in the organizational section as a structure (organizational design) which includes the division of tasks so that it has an impact on the division of tasks that are less effective and less than optimal which can cause overlapping in the implementation of daily tasks that are not under their job descriptions. Then, the compensation given is relatively low, so it can cause less than optimal performance of teachers in implementing learning. Furthermore, this may cause some teachers to resign or move elsewhere.

CONCLUSION

Based on the research and critical analysis results, human resource management (HRM) at the Hasyim Asy'ari Islamic Boarding School has shown significant efforts in managing the elements of teaching and educational staff in a structured manner. However, several aspects still need to be improved to make HR management more effective under modern management principles.

Regarding HR planning, the Islamic boarding school uses trend analysis based on historical data to project future workforce needs. Although this method is practical, it still does not consider other dynamic variables, such as fluctuations in the number of students and changes in education policies. Planning should be more adaptive, based on analyzing actual needs, and oriented towards the long term.

In terms of organization, the organizational structure of the Islamic boarding school has been formed. However, it is still limited to the division of formal tasks without strengthening the coordination system and communication flow between sections. An effective organization requires a structural design that is not only static but also flexible and supports sustainable HR development.

The implementation of HRM shows sound recruitment stages, but the selection method still needs improvement to be more competency-based and not only rely on personal closeness. Orientation and training programs have been implemented, and although simple, it is necessary to prepare a needs-based training curriculum and carry out periodic evaluations. The performance assessments are also still traditional and not based on indicators that can be measured systematically.

One of the fundamental problems in HR management at this Islamic boarding school is the low compensation for educators. This is a serious challenge that can reduce work enthusiasm and loyalty, even though the dedication of most educators is still high. More inclusive budget planning is needed so that teacher welfare can be improved without sacrificing the quality of education.

The Hasyim Asy'ari Islamic Boarding School generally has a good HR management foundation. However, strengthening is needed in all managerial dimensions, from planning, organizing, and implementing to evaluating, with a more strategic, participatory, and adaptive approach to the challenges of the times.

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