HUMAN RESOURCE MANAGEMENT AT STIQ AMUNTAI SOUTH KALIMANTAN

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ABSTRACT

This research aims to explain human resource management at the STIQ Amuntai, South Kalimantan. The research method used is a qualitative research method with narrative research type. Data collection was carried out by means of depth interview. Data analysis was carried out using the Miles and Hubberman model which consists of data reduction, data display and data verification and drawing conclusions. The research results show that there are several steps taken by STIQ Amuntai in developing human resources consisting of lecturers and education staff, namely by selective employee recruitment with strict selection, participating in regular and scheduled training and development, implementing performance-based management, clear career paths and improve the welfare of lecturers and education staff.

Keywords: management, human resources, STIQ Amuntai.

INTRODUCTION

Human Resource Management (HR) is an important element in every organization,[1,2,3,4,5] including in higher education institutions such as the STIQ Amuntai in South Kalimantan. STIQ Amuntai as an educational institution that focuses on teaching and studying the science of the Koran, requires human resources who are competent, dedicated and have a deep understanding of Islamic values. However, like other educational institutions, STIQ Amuntai faces various challenges in managing human resources effectively and efficiently.

Along with the times and the increasingly complex demands of society, STIQ Amuntai is required to continue to improve the quality of education provided. This not only depends on the curriculum and facilities available, but also on the quality of the human resources who manage and teach at the institution. Good quality human resources will create a conducive learning environment, increase student satisfaction, and ultimately produce quality graduates.

Challenges in HR management at STIQ Amuntai include a competitive recruitment process, the need for continuous training and development, and the importance of objective and transparent performance evaluation. Apart from that, welfare and motivation aspects are also a main concern in maintaining the loyalty and performance of lecturers and administrative staff.

This research and article writing regarding HR management at STIQ Amuntai aims to identify and analyze the best practices that have been implemented, as well as finding solutions to various problems faced. In this way, it is hoped that it can contribute to improving HR management at STIQ Amuntai,

[1] Jennifer M. George and Gareth R. Jones, *Understanding and Managing Organizational Behavior* (Pearson, 2012).

[2] R.Wayne Mondy and Joseph J. Martocchio, *Human Resource Management* (Pearson, 2016).

[3] Gary Dessler, *Human Resource Management* (Pearson, 2020).

[4] Stephen P. Robbins and Timothy A. Judge, *Organizational Behavior* (Pearson, 2019).

[5] Dave Ulrich, *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results* (Harvard Business Review Press, 1996).

as well as becoming a reference for other higher education institutions that have a similar focus.

The problem raised in this article is how STIQ Amuntai manages its human resources to achieve the institution's vision and mission, what challenges are faced in this process, and what strategies are implemented to improve the quality and performance of human resources. It is hoped that this article can provide new insights and become a reference for the development of HR management in Islamic educational institutions in Indonesia.

LITERATURE REVIEW

Human Resources Management (HR) is a scientific discipline related to workforce management in organizations. The goal is to ensure that the organization has a competent, motivated and high-performing workforce to achieve organizational goals. The following are some of the main concepts and theories in HR management.

Definitions and Basic Concepts

HR management can be defined as a process that involves planning, organizing, directing, and controlling activities related to recruiting, developing, compensating, and maintaining workforce within an organization.[6] The main goal is to increase the effectiveness and efficiency of the workforce in order to achieve organizational goals.

HR Management Functions

HR management includes several main interrelated functions:

a) **Recruitment and Selection**: The process of attracting, screening, and selecting qualified candidates to fill job positions in an organization.[7]

b) **Training and development**: Programs designed to improve employee skills and knowledge to support career growth and improve organizational performance.[8]

c) **Work management**: A system used to evaluate and improve employee performance through goal setting, performance appraisal, and feedback.[9]

d) **Compensation and Benefits**: A strategy for providing remuneration to employees in the form of salaries, bonuses and other benefits in return for their contributions to the organization.[10]

e) **Employee Relations**: Activities aimed at creating and maintaining harmonious relationships between employees and management, as well as handling conflicts that may arise in the workplace.[11]

Theories in HR Management

Various theories have been developed to explain how to manage HR effectively:

a) **Maslow's Theory of Needs**: States that human needs are ordered in a hierarchy from basic physiological needs to self-actualization needs. Employees will be motivated if their needs are met according to the hierarchical level.[12]

b) **Herzberg's Two Factor Theory**: Identify motivational factors (which increase job satisfaction) and hygiene factors (which

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[6]George and Jones, *Understanding and Managing Organizational Behavior*.

[7]Mondy and Martocchio, *Human Resource Management*.

[8]Dessler, *Human Resource Management*.

[9]Robbins and Judge, *Organizational Behavior*.

[10]George T. Milkovich and Jerry M. Newman, *Compensation* (McGraw-Hill Education, 2017).

[11]Raymond A. Noe, *Human Resource Management: Gaining a Competitive Advantage* (McGraw-Hill Education, 2019).

[12]Abraham H. Maslow, "A Theory of Human Motivation," *Psychological Review*, 1943.

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can prevent job dissatisfaction but cannot increase satisfaction).[13]

c) **Vroom's Expectancy Theory**: States that employee motivation is influenced by their expectations about how well their performance will produce desired results.[14]

d) **Adams' Theory of Justice**: Emphasizes the importance of fairness and employees' perceptions of the balance between their contributions and the rewards they receive compared to others.[15]

HR Development Strategy

HR development strategy involves long-term planning aimed at building the capacity and capability of the organization's workforce. This includes:

a) **Career development**: A systematic process designed to help employees develop the skills and knowledge necessary for their career advancement within the organization.[16]

b) **Talent Management**: The practice of identifying, developing, and retaining individuals with high performance and great potential to support organizational growth and success.[17]

c) **Continuous Learning**: Efforts to create a learning culture in the organization where employees continue to develop their skills and knowledge through various training and learning programs.[18]

Effective HR management is the key to achieving competitive advantage and organizational sustainability. Through the application of appropriate concepts and theories, organizations can optimize employee contributions and achieve their strategic goals.

METHOD

This research uses qualitative research methods with a narrative research approach to understand and explore individual experiences and perceptions regarding human resource management at the STIQ Amuntai. Qualitative research was chosen because it allows researchers to gain an in-depth understanding of complex phenomena through the perspectives of the people directly involved.[19]

A narrative research approach was used in this research to collect and analyze stories or narratives from individuals regarding their experiences in the context of HR management at STIQ Amuntai.[20] Narrative research allows researchers to explore the meaning contained in individuals' experiences and how they construct meaning from these experiences in everyday life.[21] Through this approach, researchers were able to explore stories rich in detail and context, which provided deep insight into HR management practices at this educational institution.

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[13]Frederick Herzberg, *The Motivation to Work* (John Wiley & Sons, 1959).

[14]Victor H. Vroom, *Work and Motivation* (Wiley, 1964).

[15]J.Stacy Adams, "Inequity in Social Exchange," *Advances in Experimental Social Psychology*, 1965.

[16]Jeffrey H. Greenhaus, *Career Management* (SAGE Publications, 2009).

[17]Peter Cappelli, "Talent Management for the Twenty-First Century," *Harvard Business Review*, 2008.

[18]Karen E. Watkins and Victoria J. Marsick, *Creating the Learning Organization* (Society for Human Resource Management, 1993).

[19]John W. Creswell and Cheryl N. Poth, *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (SAGE Publications, 2018).

[20]Catherine Kohler Riessman, *Narrative Methods for the Human Sciences* (SAGE Publications, 2008).

[21]Susan E. Chase, *"Narrative Inquiry: Multiple Lenses, Approaches, Voices." In The Sage Handbook of Qualitative Research*, 3rd ed. (SAGE Publications, 2005).

The data collection technique used in this research is depth interviews. In-depth interviews were chosen because they allow researchers to obtain rich and detailed information from informants.[22] In depth interviews, researchers conduct semi-structured interviews, where the researcher uses a flexible interview guide to enable deeper information to be extracted according to the responses and narratives provided by the informant.[23] The in-depth interview process involves several stages:

1. **Preparation**: Develop an interview guide containing open questions that are relevant to the research topic.
2. **Implementation**: Conduct interviews with informants selected based on certain criteria, such as their position or experience at STIQ Amuntai.
3. **Recording**: Record and record the results of the interview to ensure no information is lost.

Data obtained from in-depth interviews were analyzed using the qualitative data analysis model developed by Miles and Huberman.[24] This model consists of three main steps: data reduction, data display, and verification or drawing conclusions.[25]

1. **Data reduction**: The first step in data analysis is data reduction, namely the process of selecting, focusing, simplifying and transforming raw data obtained from interviews into a more organized and meaningful form.[26] The researcher read the entire interview transcript, identified the main themes, and grouped the data according to these themes.

2. **Data Display**: The second step is data display, namely presenting data that has been reduced in the form of a matrix, graph or table which makes it easier for researchers to understand patterns and relationships between data.[27] Data displays help researchers to organize information in a way that allows logical and systematic conclusions to be drawn.

3. **Data verification**: The final step is verification or drawing conclusions. At this stage, researchers interpret the data that has been analyzed to draw valid and reliable conclusions.[28] Verification involves retesting data and findings to ensure the consistency and accuracy of the conclusions produced.

Through a narrative research approach and in-depth interview techniques analyzed using the Miles and Huberman model, this research is expected to provide in-depth insight into human resource management at STIQ Amuntai. This process allowed researchers to explore individual experiences and identify best practices and challenges faced in managing human resources in these educational institutions.

RESULTS AND DISCUSSION

The Amuntai College of Qur'an Sciences (STIQ) in South Kalimantan is a higher education institution that focuses on teaching and studying the science of the Qur'an. As an institution oriented towards

[22]Herbert J. Rubin and Irene S. Rubin, *Qualitative Interviewing: The Art of Hearing Data* (SAGE Publications, 2012).

[23]Steinar Kvale, *Doing Interviews* (SAGE Publications, 2007).

[24]Matthew B. Miles, A.Michael Huberman, and Johnny Saldaña, *Qualitative Data Analysis: A Methods Sourcebook* (SAGE Publications, 2014).

[25]Huberman Miles and Saldana, *Qualitative Data Analysis*, 2014.

[26]Johnny Saldana, *The Coding Manual for Qualitative Researchers* (SAGE Publications, 2016).

[27]Renata Tesch, *Qualitative Research: Analysis Types and Software Tools* (Falmer Press, 1990).

[28]Michael Quinn Patton, *Qualitative Research & Evaluation Methods* (SAGE Publications, 2015).

improving the quality of religious education, human resource management (HR) at STIQ Amuntai has a very crucial role in achieving its vision and mission. This article will discuss various aspects of HR management implemented at STIQ Amuntai, starting from recruitment, training, development, to performance evaluation.

Recruitment

Recruitment is the process by which an organization searches for and attracts potential candidates to fill available positions. The main objective of recruitment is to ensure that the organization has a sufficient number of candidates, with appropriate qualifications, to be considered in the further selection process. The recruitment process usually includes several key steps:

1. **Identify Needs**: Determine the number and type of positions that need to be filled based on an analysis of the organization's workforce needs.
2. **Recruitment Planning**: Develop strategies and plans to attract potential candidates, including determining recruitment sources such as job advertisements, career websites, employment agencies, and professional networks.
3. **Vacancy Announcement**: Disseminate information about job vacancies through various media, such as advertisements in newspapers, company websites, social media and career portals.
4. **Acceptance of Applications**: Receive and collect applications from interested and qualified candidates for available positions.

Effective recruitment is essential to ensure that organizations have access to the best talent available in the labor market, as well as to build a positive image of the organization as a desirable place to work.

Selection

Selection is the process of evaluating and selecting from a pool of candidates that have been produced through the recruitment process. The main objective of selection is to select the most suitable and qualified candidates for the available positions in the organization. The selection process usually includes several important stages:

1. **Application Screening**: Evaluate and screen applications received to ensure that candidates meet the basic qualifications required for the position.
2. **Interview**: Conduct interviews with candidates who have passed the screening stage to assess their skills, experience and suitability for the organizational culture. Interviews can be structural, semi-structural, or discretionary depending on the needs of the organization.
3. **Testing and Assessment**: Using various assessment tools and techniques, such as ability tests, psychological tests, and work simulations to evaluate candidate competencies and potential.
4. **References and Verification**: Check references from previous jobs and conduct background verification to ensure candidate reliability and integrity.
5. **Selection Decision**: Make a final decision about the most suitable candidate for the available position based on information gathered during the selection process.

Effective selection helps organizations in selecting individuals who not only have the necessary skills and qualifications but are also able to adapt to the organizational culture and contribute positively to organizational goals.

The recruitment process at STIQ Amuntai is carried out very selectively to ensure that each individual who joins has high competence and commitment to the vision and mission of the institution. Recruitment of lecturers and administrative staff is usually carried out through several stages, including announcement of vacancies, receipt of files, administrative selection, written tests, interviews and competency tests. The main focus in selection is on teaching ability, in-depth understanding of the Koran, and dedication to developing Islamic education.

Training

Training is a process designed to improve employees' skills, knowledge and competencies so that they can carry out their job duties more effectively and efficiently. The main goal of training is to ensure that employees have the necessary abilities to meet their current job requirements. The training process usually includes several key steps:

1. **Identify Training Needs**: Assess training needs based on job analysis, performance appraisals, and feedback from employees and management.
2. **Training Planning**: Designing training programs that suit identified needs, including determining training objectives, training methods, and materials to be used.
3. **Implementation of Training**: Implement training programs through various methods such as classroom training, online training, on-the-job training, workshops, and simulations.
4. **Training Evaluation**: Measuring the effectiveness of training through participant assessments, tests, performance observations, and feedback to ensure that training objectives have been achieved and have a positive impact on work performance.

Effective training helps employees to update and upgrade their skills according to changing technology and dynamic job requirements.

Development

Development is a long-term process that aims to increase the capacity and capabilities of employees so that they can grow and develop in their careers and meet the future needs of the organization. Development focuses more on increasing the abilities and competencies needed for higher positions or responsibilities in the future. The development process usually includes several important elements:

1. **Career Development**: Provide opportunities and clear career paths for employees to motivate them to achieve personal and professional career goals. This includes job rotation programs, promotions, and succession planning.
2. **Leadership Development**: Providing special programs to identify and develop potential leaders in organizations through leadership training, mentoring and coaching.
3. **Continuous Learning**: Promote a learning culture where employees are encouraged to continuously develop their skills and knowledge through various initiatives such as formal education, seminars, conferences and certification programs.
4. **Evaluation and Feedback**: Conduct regular assessments and provide constructive feedback to employees to help them understand their strengths and areas for improvement, as well as establish personal development plans.

Effective development not only enhances individual employee capabilities, but also supports the long-term growth and success of an organization by ensuring that the

workforce is ready to face the challenges and opportunities of the future.

STIQ Amuntai realizes that continuous training and development is very important to improve the quality of human resources. Therefore, this institution regularly holds training programs, workshops and seminars that focus on teaching the Koran, educational methodology and personal development. Apart from that, STIQ also encourages lecturers and staff to continue their education to a higher level or take part in certification programs that are relevant to their field of work.

Work Management

Performance management is a systematic process carried out by organizations to improve individual and team performance so that it is in line with organizational goals. This process involves a series of activities designed to ensure that employees work effectively and efficiently in achieving organizational goals. Performance management focuses on increasing productivity, employee development, and achieving company strategic goals through continuous evaluation and improvement.

Main Components of Performance Management

1. **Setting Goals and Expectations**: The first step in performance management is to set clear and specific goals and performance expectations for each employee. These goals must be in accordance with the organization's strategic goals and can be measured and achieved within a certain time period.
2. **Monitoring and Feedback**: Continuous performance monitoring is essential to ensure that employees stay on track in achieving their goals. Providing regular feedback helps employees understand strengths and areas for improvement and provides opportunities for immediate improvement.
3. **Performance Assessment**: The performance appraisal process involves a formal evaluation of employee performance based on established criteria. This assessment is usually carried out periodically, such as annually or semi-annually, and can include various methods such as 360 degree assessment, self-assessment, and assessment by direct superiors.
4. **Employee Development**: Based on the performance assessment results, organizations can identify employee development needs and design training and development programs accordingly. This includes opportunities to enhance skills, take on more challenging roles, and expand employee knowledge.
5. **Awards and Recognition**: Providing rewards and recognition for good performance is very important to motivate employees. These can take the form of financial rewards such as bonuses and salary increases, as well as non-financial rewards such as public recognition, certificates of appreciation, and opportunities for career development.
6. **Corrective Action**: If there are employees whose performance does not meet expectations, performance management includes providing support and guidance to help them improve their performance. This may involve developing a performance improvement plan, additional training, or even disciplinary action if necessary.

Benefits of Performance Management

Effective performance management provides various benefits for organizations and employees, including:

- **Increased Productivity**: By setting clear goals and providing regular feedback, employees are more motivated to work efficiently and achieve desired results.
- **Competency Development**: The performance management process helps in identifying training and development needs, so that employees can continuously improve their skills and knowledge.
- **Increased Job Satisfaction**: Employees who feel recognized and appreciated tend to have higher levels of job satisfaction, which can reduce turnover rates and increase employee retention.
- **Goal Alignment**: Performance management ensures that individual goals are aligned with organizational goals, so that all team members are working toward the same vision.
- **Continuous Improvement**: By continuously monitoring and assessing performance, organizations can identify areas of improvement and make necessary adjustments to improve overall performance.

Performance management is an important tool in human resource management that helps organizations achieve competitive advantage and long-term success through effectively managing employee performance.

Performance evaluations at STIQ Amuntai are carried out periodically to ensure that each lecturer and staff work according to established standards. This performance assessment covers various aspects, including pedagogical competence, contributions to research and publications, as well as involvement in extracurricular activities and community service. The results of this performance evaluation are used as a basis for making decisions regarding promotions, providing incentives, and identifying further training needs.

Career Development

Career development is an ongoing process designed to assist individuals in planning, managing, and advancing their careers within a specific organization or industry. This process involves a series of activities aimed at improving an individual's skills, knowledge and work experience, so that they can achieve their long-term career goals and meet the needs of the organization. Career development not only benefits employees but also benefits the organization by ensuring that the workforce remains competent and motivated.

Main Components of Career Development

1. **Career Planning**: The process by which individuals set short-term and long-term career goals and develop action plans to achieve them. This planning involves self-assessment, recognizing career opportunities, and setting realistic goals.
2. **Training and Education**: Training and education programs designed to improve employees' technical, managerial and interpersonal skills. This can include formal courses, certifications, on-the-job training, and continuing education.
3. **Mentoring and Coaching**: Mentoring by more experienced individuals to provide guidance, advice and support to employees in their career development. Mentoring and coaching help employees understand organizational dynamics, overcome challenges, and further develop their abilities.

4. **Job Rotation**: The transfer of employees to different positions or departments within the organization to provide diverse work experiences and develop new skills. Job rotation helps employees understand different aspects of an organization's operations and increases their flexibility.

5. **Promotion and Succession Planning**: Provide opportunities for employees to advance to higher or more responsible positions based on their performance, potential and readiness. Succession planning ensures that the organization has potential replacements ready to fill key positions when a vacancy occurs.

6. **Performance Feedback and Evaluation**: Provide regular and constructive feedback to employees regarding their performance and areas for improvement. Effective performance evaluations help employees understand their strengths and identify opportunities for further development.

Benefits of Career Development

1. **Skills and Competency Improvement**: Career development helps employees improve their skills and knowledge, which can improve their performance and ability to handle more complex tasks.

2. **Job Satisfaction and Motivation**: Employees who feel supported in their career development tend to be more satisfied with their jobs and more motivated to contribute positively to the organization.

3. **Employee Retention**: A good career development program can reduce turnover rates by demonstrating the organization's commitment to employee professional growth.

4. **Preparation for Leadership Positions**: Career development helps in preparing employees for future leadership roles, ensuring that the organization has leaders who are competent and ready to face future challenges.

5. **Adaptability and Innovation**: Employees who are involved in career development tend to be more adaptive to change and are better able to innovate in their work.

STIQ Amuntai also pays special attention to the career development of its lecturers and staff. This institution provides a clear and transparent career path, and supports each individual in achieving their maximum potential. Mentoring and coaching programs are also implemented to help lecturers and staff develop the skills and knowledge needed to carry out their duties and responsibilities.

Well-being

Well-being in an organizational context refers to the overall condition of an employee's physical, mental and emotional health. Employee well-being encompasses various aspects that influence their quality of life and job satisfaction, including health, work environment, work-life balance, and relationships between employees. Good wellbeing can increase productivity, reduce absenteeism and increase employee retention. Main Components of Well-being:

1. **Physical Health**: Refers to a healthy body condition and free from disease. Organizations can support employees' physical health through wellness programs, sports facilities and regular health checks.

2. **Mental Health**: Involves a healthy psychological state, including the ability to cope with stress and maintain stable emotions. Mental health support can be provided through counseling, stress management training, and a supportive work environment.

3. **Work-Life Balance**: Refers to an employee's ability to manage time and energy between their work and personal lives. This can be achieved through work flexibility policies, adequate leave, and support for family responsibilities.

4. **Safe and Healthy Work Environment**: Providing a safe and comfortable workplace with ergonomic work equipment and safe work practices.

5. **Social Relations**: Positive interactions and social support from coworkers and management. Building an inclusive and collaborative work culture can improve employee social well-being.

Motivation

Motivation is an internal and external force that encourages individuals to act and behave in certain ways to achieve certain goals. In an organizational context, employee motivation is a key factor that influences employee performance, productivity and retention. Motivation can come from various sources, both intrinsic and extrinsic.

Main Components of Motivation:

1. **Intrinsic Motivation**: Motivation that comes from within the individual, such as personal satisfaction, interest in work, and the desire to achieve personal goals. Intrinsic motivation is often related to meaningful and challenging work and opportunities for growth and development.

2. **Extrinsic Motivation**: Motivation that comes from external factors, such as financial rewards (salary, bonuses), recognition, promotions, and other benefits. Extrinsic motivation can spur employees to achieve certain targets and improve their performance.

3. **Motivation Theory**:

   a) **Maslow's Hierarchy of Needs Theory**: States that individuals are motivated to fulfill their basic needs before fulfilling higher needs, such as self-actualization.

   b) **Herzberg's Two Factor Theory**: States that motivating factors (such as achievement and recognition) and hygiene factors (such as pay and working conditions) influence job satisfaction differently.

   c) **Vroom's Expectancy Theory**: Emphasizes that motivation depends on individuals' expectations that their efforts will result in good performance and produce desired results.

   d) **Adams' Theory of Justice**: States that individuals are motivated by a sense of fairness in the distribution of rewards and workload in the workplace.

Benefits of Wellbeing and Motivation:

1. **Increased Productivity**: Employees who are prosperous and motivated tend to be more productive and perform better.

2. **Reduced Absenteeism and Turnover**: Employees who feel supported in their well-being and motivated are more likely to attend regularly and stay in the organization.

3. **Higher Job Satisfaction**: Good well-being and motivation contribute to higher levels of job satisfaction, which in turn can increase employee loyalty and engagement.

4. **Innovation and Creativity**: Employees who feel healthy and motivated tend to be more creative and innovative in their work.

Welfare and motivation aspects are also the main focus in HR management at STIQ Amuntai. This institution tries to create a conducive and harmonious work environment, as well as providing various facilities and incentives to improve the welfare of lecturers and staff. Apart from competitive salaries, STIQ also provides

health facilities, educational benefits and other welfare programs.

CONCLUSION

Human resource management at the Amuntai South Kalimantan College of Qur'anic Sciences (STIQ) plays an important role in ensuring the high quality of education and teaching. Through selective recruitment, continuous training and development, effective performance management, targeted career development, and attention to welfare and motivation, STIQ Amuntai has succeeded in creating a supportive and inspiring educational environment. Thus, this institution not only produces graduates who are competent in the knowledge of the Koran, but also contributes significantly to the development of Islamic education in Indonesia.

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