Capacity Building of Human Resources at TPQ Asasul Muttaqin Through HR Management Training

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Abstract. *The Asasul Muttaqin Al Qur'an Education Park is a non-formal educational institution that focuses on teaching the Quran and instilling Islamic values for the children around it. This TPQ is located in Plampang village, Paiton District, Probolinggo Regency. However, the institution faces challenges in managing human resources (HR), such as a lack of management skills and a lack of training for teachers and staff. Therefore, the HR capacity building program through HR management training was initiated with the aim of improving HR management at TPQ Asasul Muttaqin, Plampang village, Paiton District, Probolinggo Regency., improving the skills of teachers and staff in HR management, as well as increasing the effectiveness of operations and educational services.*

The program implementation method includes needs analysis, preparation of training materials, implementation of training in the form of workshops, as well as evaluation and follow-up. The planned training covers basic HR management topics, such as recruitment, employee training and development, performance appraisals, rewards for teaching and organizing staff and staff, and conflict management. It is hoped that this program can make a real contribution to increasing the capacity of human resources at TPQ Asasul Muttaqin, so that this institution can operate more effectively and provide better educational services.

The results of the training showed a significant increase in the understanding and skills of TPQ managers regarding human resource management. The evaluation of the trainees showed high satisfaction with the material presented and its applicability in the context of TPQ. Thus, this training has proven to be effective in increasing the capacity of human resources at TPQ Asasul Muttaqin and can be a model for human resource development in other TPQ.

Keywords: *Human resource management, capacity building, non-formal education*

1. Introduction

Situation Analysis

TPQ Asasul Muttaqin, as an Al-Qur'an educational institution, has an important role in producing the younger generation who have the understanding and skills in reading, memorizing, and understanding the Qur'an. To achieve this goal, competent and professional Human Resources (HR) are needed. However, in recent years, TPQ Asasul Muttaqin has faced various challenges that hinder the optimization of human resource performance. Therefore, increasing human resource capacity through HR management training is very important. Below will be explained about the situation of the service location, including:

a. Current analysis

1) HR Competencies
   a) Some teachers at TPQ Asasul Muttaqin still do not have formal certification or training in the field of Qur'an education.
   b) Lack of understanding of classroom management and effective modern learning methods.
2) HR Management
   1) The system of recruitment, selection, and development of teachers has not been well structured.
   2) There is no ongoing training and development program for teachers.
3) Facilities and resources
   1) Limited supporting facilities such as libraries, adequate classrooms, and teaching aids.
   2) Limited budget to support training and human resource development activities.

b. SWOT Analysis
   1. Strengths:
      a) TPQ Asasul Muttaqin has a strong commitment to improving the quality of Qur'an education.
      b) High support from the community and parents.
      c) Teachers who have a high spirit in teaching and educating.
   2. Weaknesses:
      a) Lack of competence and management skills in teachers.
      b) The HR management system is not optimal.
      c) Limited budget for training and development.
   3. Opportunities:
      a) Partnerships with other educational and training institutions that can provide support in human resource development.
      b) There are government programs or donor institutions that support the improvement of the quality of Qur'an education.
      c) Information technology that can be used for online training and improving teacher competence.
   4. Threats:
      a) Competition with other TPQs that are more modern and have more complete facilities.
      b) Changes in education policies that can affect TPQ operations.
      c) Lack of interest of the younger generation in participating in Qur'an education.

Purpose and benefits of service.

a. Purpose of service

1) **Improving the Quality of TPQ Management:** Improving the ability of TPQ Asasul Muttaqin managers to manage human resources so that TPQ can operate more effectively and efficiently.

2) **Increasing Human Resource Capacity:** Improving the skills and knowledge of TPQ educators and staff in human resource management, so that they are better able to carry out their duties and responsibilities.

3) **Improving the Quality of Education:** Improving the quality of education at TPQ through increasing the capacity of more professional and skilled human resources.

4) **Improving Motivation and Performance:** Improving the motivation and performance of managers and educators at TPQ Asasul Muttaqin through relevant and useful training.

5) **TPQ Sustainability Development:** Encouraging the development of TPQ sustainability with more competent human resources in management, so that TPQ can continue to develop and adapt to the needs of the times.

b. Benefits of service

1) **Competency Improvement:** TPQ educators and staff gain new knowledge and skills in human resource management that can be applied in the daily management of TPQ.

2) **Operational Efficiency:** TPQ management becomes more efficient with the improvement of managers' managerial capabilities, which has an impact on the optimal use of resources.

3) **Better Quality of Learning:** With more trained and competent human resources, the quality of learning at TPQ is expected to increase, so that students can learn better and achieve maximum results.

4) **Increased Job Satisfaction:** Improving skills and knowledge in the field of HR management can increase job satisfaction for managers and educators, which has a positive impact on their performance.

5) **Sustainable TPQ Development:** With more competent human resources, TPQ Asasul Muttaqin can be better prepared to face challenges and changes, and continue to develop sustainably.

6) **Solid Team Building:** HR management training helps in the formation of a solid and synergistic work team, so that it is able to work together better in achieving TPQ's goals.

With this HR management training, it is hoped that TPQ Asasul Muttaqin can have more reliable human resources and be ready to manage TPQ better for a brighter future.

2. Method
   Implementation Stages

a. Needs Analysis
   1) Problem Identification: Conduct an evaluation to identify specific issues related to HR management at TPQ Asasul Muttaqin.
   2) Surveys: Conduct surveys or interviews with TPQ managers and staff to find out training needs.

Figure 1 : Location Survey 1

b. Training Planning
   1) Goals and Objectives: Set clear training goals and objectives based on a needs analysis.
   2) Training Materials: Design training materials that are relevant to HR management, such as HR planning, development, performance evaluation, and effective communication.
   3) Schedule and Duration: Define the training schedule and duration to fit the time available to participants.
c. Training Preparation
   1) Instructors: Choose instructors who are experienced in HR management and according to training needs.
   2) Teaching Materials: Prepare teaching materials such as modules, presentations, and other aids.
   3) Logistics: Organize the training venue, equipment, and supplies needed.

d. Training Implementation
   1) Introduction: Start the training with an introduction explaining the purpose and benefits of the training.

2) Interactive Training: Use interactive training methods such as group discussions, case studies, and simulations to improve understanding.

3) Evaluation: Conduct evaluations during training to ensure that participants understand the material.

e. Follow-up and Evaluation

a. Feedback: Collect feedback from participants about the training to know the strengths and weaknesses.

b. Performance Evaluation: Monitor the application of knowledge gained by participants in daily practice at TPQ.

c. Support: Provide additional support if needed, such as consultation sessions or follow-up training.

f. Reporting and Documentation

a. Reports: Create reports on training outcomes, including achievement of goals and recommendations for improvement.

b. Documentation: Document the training process, materials, and feedback for future reference.

By following these steps, it is hoped that the capacity of human resources at TPQ Asasul Muttaqin can increase and HR management will become more effective.

Figure 2 : Training Implementation

Partner participation

As a partner in this activity, we expect active participation in:

a. Provision of Materials and Resource Persons: Partners are invited to provide training materials and resource persons who are competent in the field of human resource management.
b. Funding: Financial support for training costs, including resource person honorariums and training materials.
c. Facilities: Provide training facilities, such as meeting rooms and necessary technical equipment.
d. Promotion and Publication: Assist in the promotion of activities through the communication channels owned and the publication of training results.

Figure 3 : Partner Participation

Roles and duties of each member
a. Service Coordinator
   1) Oversee the overall project activities.
   2) Coordinating with TPQ Asasul Muttaqin and other related parties.
   3) Prepare training schedules and ensure that all activities run as planned.
   4) Manage budgets and available resources.
b. Training Material Compiler
   1) Prepare training materials related to human resource management.
   2) Compile training modules and guides.
   3) Ensure training materials are in accordance with TPQ's needs and relevant to HR management best practices.
c. Instructor/Presenter
   1) Delivering training materials to participants.
   2) Providing explanations and answering participants' questions.
   3) Holding practical sessions and case studies to deepen participants' understanding.
d. Logistics Coordinator
   1) Arrange transportation and accommodation (if required).

2) Compile a checklist and ensure all training needs are met.
e. Evaluation and Documentation Coordinator
   1) Develop and implement evaluation tools to assess the effectiveness of training.
   2) Collect feedback from trainees.
   3) Documenting training activities (photos, videos, activity reports).
f. Public Relations Coordinator (PR)
   1) Disseminating information about training to the community and participants.
   2) Manage communication and answer questions from outside parties.
   3) Assist in the preparation of training publication and promotion reports.

Figure 4 : Documentation with Training Resource Persons

3. **Findings And Discussion**
   Knowledge and skill enhancement
   a. Trainees
      Number of participants: 20 people, consisting of TPQ managers and teaching staff.
   b. Training Materials
   c. The training materials are structured to cover important aspects of HR management, namely:
      1) HR planning: Regarding how to plan for HR needs, including workload analysis, and setting criteria for recruitment.
      2) Recruitment and Selection: Techniques and procedures to obtain competent teaching staff and according to the needs of TPQ.
      3) Training and Development: Methods for improving the skills and capacity of teaching staff, as well as designing continuous development programs.

4) Performance Evaluation: Processes and techniques for evaluating the performance of teaching staff, as well as the use of evaluation results for further human resource development.

d. Training Methods

Training is conducted through several methods:

1) Presentation: Deliver material theoretically using a presentation.

2) Group Discussion: Participants were divided into groups to discuss case studies related to HR management.

3) Simulation and Role Play: Practical exercises in the form of HR management simulations, including planning, recruitment, training, and performance evaluation.

4) Evaluation and Reflection: Participants self-evaluate the knowledge and skills acquired, as well as plan their application in the workplace.

e. Training Evaluation Results

The results of the training were measured through pre-test and post-test, as well as practical performance evaluation:

1) Increased Knowledge: 85% of participants showed increased knowledge of effective HR management techniques, based on a comparison of pre-test and post-test results.

2) Application of Skills: 90% of participants successfully demonstrated the ability to apply new managerial skills in HR management in their TPQ through practical simulations and case studies conducted during the training.

f. Follow-up

After the training, participants will be encouraged to prepare a plan for the implementation of human resource management in their respective TPQs. The training team will conduct regular monitoring and evaluation to ensure the application of the material that has been learned, as well as provide guidance if needed.

Application of HR Management Methods

a. HR Planning

TPQ (Al-Quran Education Park) managers have begun to implement a more systematic HR planning method by relying on relevant data. This step involves analyzing the needs of human resources based on the number of students, learning schedules, and competencies needed. With the right data, managers can estimate the number and type of teaching staff needed, identify vacancies, and plan for the development of existing teaching staff. This approach ensures the availability of teaching staff in accordance with needs, so that the teaching and learning process runs optimally.

b. Recruitment and Selection

The selection procedure for new teaching staff at TPQ is carried out more strictly and objectively. The selection stage is designed to comprehensively assess the competence of prospective teachers, starting from academic qualifications, teaching ability, to conformity with TPQ values. This process involves interviews, written tests, and teaching simulations to ensure that prospective teachers have abilities that match the set standards. The results of the selection are evaluated objectively using the indicators that have been set, so that only the best candidates are accepted.

c. Training and Development

TPQ implements a continuous training program for teaching staff as part of efforts to improve their competence and professionalism. The program covers various aspects such as teaching methods, material understanding, character development, and the use of technology in learning. The training is designed based on the needs identified through performance evaluation and input from teachers. With continuous training, teaching staff are expected to continue to improve the quality of teaching and adapt to the latest developments in education.

d. Performance Evaluation

TPQ managers use a more structured performance evaluation system to assess the effectiveness of teaching staff. Evaluations are carried out periodically using various indicators such as student learning outcomes, teaching skills, commitment, and discipline. In addition, feedback from students and parents is also part of this evaluation. The results of the evaluation are used to provide input for the development of individual teaching staff, as well as as the basis for promotion decisions or incentives. This system helps in maintaining and improving the quality of teaching at TPQ on an ongoing basis.

e. Impact on TPQ's Performance

1) Improving the Quality of Teaching

a) The quality of teaching at TPQ Asasul Muttaqin has improved significantly. Teachers are able to deliver material more effectively, utilizing interactive and participatory learning methods.

b) Positive feedback from students and parents shows that they are more satisfied with the current teaching method. Students understand the material better, and parents see real development in their children.

2) Manager Satisfaction

a) TPQ manager Asasul Muttaqin reported a significant increase in satisfaction related to human resource management and work atmosphere. There are improvements in internal communication,

assignment distribution, and appreciation of teacher and staff performance.

b) Recognition of management improvement can be seen from the increase in teacher and staff morale, as well as more structured and efficient management.

3) Administrative Effectiveness

a) Administration at TPQ Asasul Muttaqin has become more efficient and organized. The implementation of new managerial practices, such as data digitization and better scheduling, has a positive impact on TPQ's overall operations.

b) This effectiveness is reflected in the ease of managing student data, attendance, and daily activities of TPQ. Time and resource management becomes more optimal, which supports improving the quality of teaching and manager satisfaction.

Analysis

a. Excess

1) Human Resource Capacity Building

a) Training Objectives: This training is designed to improve the knowledge and skills of the managers of the Al-Qur'an Education Park (TPQ) in terms of Human Resource (HR) management.

b) Training Materials: The material presented covers various aspects of human resource management, such as planning for human resource needs, capacity building of teaching staff, performance evaluation, and work motivation.

c) Teaching Methods: The methods used in this training include presentations, group discussions, case studies, and simulations relevant to the management of TPQ.

d) Evaluation Results: Based on the results of the post-training evaluation, there was significant progress in the participants' understanding and skills related to human resource management. Participants were able to identify human resource development needs, design advanced training programs, and apply more effective performance evaluation techniques.

2) Practical Application of HR Management

Field Implementation: After participating in the training, TPQ managers began to apply the HR management methods taught. This implementation includes updating recruitment and selection procedures, improving the quality of training programs for teaching staff, and developing a performance-based incentive system.

a) Positive Impact: The results of the implementation show a real change in human resource management at TPQ. Teaching staff are more motivated, there is an improvement in overall

performance, and the quality of learning provided also increases. In addition, the working relationship between managers and teaching staff has become more harmonious.

    b) Success Measurement: The success of the implementation of this method is measured through a series of indicators, including the retention rate of teaching staff, increased job satisfaction, and the achievement of predetermined performance targets.

3) Recommendations and Follow-up

    a) Continuous Reinforcement: To ensure the sustainability of human resource capacity building, it is recommended that similar training programs be held regularly. In addition, there is a need for a continuous monitoring and evaluation mechanism to measure the long-term impact of the implementation of this method.

    b) Development of Training Modules: In view of the success of this training, it is also recommended to develop more comprehensive training modules, which can be used by other TPQs in different regions.

b. Deficiency

1) Rate of Adoption of New Methods

Not all participants at TPQ Asasul Muttaqin are able to adopt new managerial methods consistently. Although training and guidance have been provided, there are still some participants who have difficulty in applying the management techniques taught. These difficulties can be caused by a variety of factors, including varying levels of understanding, old habits that are difficult to change, and a lack of support in the application of the technique.

2) Implementation Continuity: Uneven adoption rates result in a lack of continuity in the application of new methods, resulting in the goals of management training programs not being optimally achieved.

3) The Need for an Individual Approach: A more personalized approach and ongoing guidance are needed for participants who are experiencing difficulties to ensure that each participant can properly implement management techniques.

c. Resource Limitations

TPQ Asasul Muttaqin faces limited resources that include two main aspects, namely time and material. The limited time can be seen from the tight schedule of activities and the limited time that can be allocated for the implementation of new management methods. Meanwhile, material limitations include a lack of tools and materials necessary to support the implementation of effective management practices.

1) Limitations on the Implementation of Practices: These resource limitations limit TPQ's ability to implement management practices thoroughly, which can ultimately hinder the achievement of institutional development goals.

2) Priority and Efficiency: This condition requires TPQ to be more selective in choosing managerial methods or techniques that best suit their capacity, as well as looking for ways to improve the efficiency of using existing resources.

d. Recommendations
   1. Advanced Training

      Objective: To provide an in-depth understanding and practical application of specific aspects of HR management that may require more attention, as well as to support participants in implementing new skills in the workplace.

e. Operational Measures:
   1. Training Needs Evaluation:
      a) Conduct surveys or interviews to identify areas where participants feel they need further training.
      b) Review the results of the initial training evaluation to determine which aspects need the most depth.
   2. Planning of Advanced Training Materials:
      a) Develop training modules that focus on the identified aspects of HR management.
      b) Materials should include case studies, simulations, and exercises designed to support practical application.

   3. Scheduling of Advanced Training Sessions:
      a) Schedule additional training sessions, taking into account participant availability.
      b) Ensure that advanced training can be carried out in sufficient time to allow participants to apply new knowledge from one session to the next.
   4. Implementation of Follow-up Sessions:
      a) Host regular follow-up sessions (e.g., monthly or quarterly).
      b) Use this session to review progress, solve problems that participants face, and introduce new methods or techniques.
   5. Evaluation and Adjustment:
      a) Evaluate the effectiveness of the follow-up training, by gathering feedback from participants.
      b) Adapt training materials and methods based on feedback and changing needs.
   6. Additional Resources

Objective: Facilitate the full implementation of new managerial practices through the provision of adequate materials and time allocation to support implementation in the workplace.

a) Identify Resource Needs: Based on the results of the training and follow-up sessions, identify additional resources that are needed, such as training materials, aids, or technical guidance.

b) Material Development and Provision:
Create or gather relevant additional resources, such as guidebooks, document templates, e-learning modules, or management tools.
Make sure the material is tailored to the specific needs of the participant and is easily accessible.

c) Time Allocation and Support:
Allocate sufficient work time for participants to implement new managerial practices without interfering with their primary responsibilities.
Consider providing individual or group mentoring or coaching sessions to support effective implementation.

d) Resource Monitoring and Updates:
Monitor resource usage by participants and identify areas that need further updates or development.
Adjust additional resources based on participant feedback and changing needs.

e) Coordination with Management:
Work with the management team to ensure continuous support and adjustment of resources in accordance with the development of the organization and the needs of participants.

4. Conclusion

This training has succeeded in improving the understanding and skills of TPQ managers in aspects of human resource management, including planning, recruitment, training, and performance evaluation. This increase in competence has a positive impact on staff management, allowing TPQ to optimize the performance of each team member. With a better management strategy, TPQ can improve operational effectiveness and teaching quality.

The training also strengthens managers' ability to face challenges and changes in the educational environment, as well as in planning for long-term development. The application of HR management principles obtained from this training helps in creating a more conducive work environment,

encouraging motivation, and increasing staff job satisfaction. Overall, the HR management training at TPQ Asasul Muttaqin has made a great contribution to the development of institutional capacity, supporting the achievement of educational goals, and ensuring the sustainability and growth of the institution's quality in the future.

The results of the study show that HR management training has succeeded in increasing the capacity of human resources at TPQ Asasul Muttaqin, which can have a positive impact on the quality of teaching and administrative management of the institution. The implication is that increasing the capacity of human resources at TPQ can contribute to the development of more effective educational programs and better management, which in turn can improve student learning outcomes and operational effectiveness of TPQ.

The study may have limitations such as a small sample size, involving only the Asasul Muttaqin TPQ so that the results cannot be generalized to other institutions, or the duration of the training may not be long enough to measure the long-term impact thoroughly. In addition, there was no data on external variables that might affect the outcome, such as changes in policy or community support.

Recommendations that can be given include continuing training with additional modules that may be more specific to TPQ's needs or conducting ongoing training to ensure sustainability of results. In addition, it is recommended that further research involve more TPQ or similar institutions to obtain a more general picture of the effectiveness of HR management training. Periodic evaluations of training outcomes are also recommended to identify areas for improvement and ensure training remains relevant and effective.

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