

EFFECTIVE HUMAN RESOURCE MANAGEMENT STRATEGY: IMPROVING EXCELLENT SERVICE FOR COMPETITIVE ADVANTAGE

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Abstract :

This research aims to determine the role of human resource management in improving excellent service at TPA Arrahmah Probolinggo. This type of research uses descriptive qualitative analysis research. Case study at TPA Arrahmah Probolinggo using data collection techniques through observation, interviews and documentation. The research results show that improving excellent service through human resource management at TPA Arrahmah includes, firstly, human resource planning carried out by the Islamic boarding school education bureau by analyzing report data from the school principal. Second, recruitment of human resources is carried out using steps including determining the requirements for teaching staff and determining sources and recruitment methods. Third, human resource selection includes receiving application letters, selection interviews, and application decisions. Fourth, the training and development of human resources include child handling training, which includes knowledge of child psychology and BimTech for preparing PTK and encouraging those completing their studies. Fifth, human resource assessments are carried out informally regarding personal achievements at work. Informal assessments are continuously carried out by the principal regarding the performance of his subordinates objectively, which includes skills, discipline, behaviour, work results and levels of absenteeism.

Abstrak:

Penelitian ini bertujuan untuk mengetahui manajemen sumber daya manusia dalam meningkatkan pelayanan prima di TPA Arrahmah Probolinggo. Jenis penelitian ini menggunakan penelitian analisis kualitatif deskriptif. Studi kasus di TPA Arrahmah Probolinggo dengan menggunakan teknik pengambilan data melalui observasi, wawancara dan dokumentasi. Hasil penelitian dapat diketahui bahwa dalam meningkatkan pelayanan prima melalui manajemen sumber daya manusia di TPA Arrahmah meliputi pertama, perencanaan sumber daya manusia yang dilakukan oleh biro pendidikan pesantren dengan menganalisis data laporan dari kepala sekolah. Kedua, rekrutmen sumber daya manusia dilakukan dengan langkah-langkah diantaranya menentukan persyaratan tenaga pengajar dan menentukan sumber serta metode rekrutmen. Ketiga, seleksi

sumber daya manusia meliputi penerimaan surat lamaran, wawancara seleksi, dan keputusan atas lamaran. Keempat, pelatihan dan pengembangan sumber daya manusia yang dilaksanakan meliputi Pelatihan penanganan anak yang didalamnya terdapat pengetahuan psikologi anak, BimTek penyusunan PTK, dan memberikan semangat kepada yang sedang menyelesaikan perkuliahan. Kelima, serta penilaian sumber daya manusia dilakukan secara informal terhadap prestasi personal dalam bekerja. Penilaian secara informal dilakukan oleh kepala sekolah secara terus menerus mengenai kinerja bawahannya secara objektif yang meliputi kecakapan, kedisiplinan, tingkah laku, hasil pekerjaan, dan tingkat ketidakhadiran.

INTRODUCTION

Human resources are crucial in providing excellent service in various sectors, including the non-formal sector. The non-formal sector is often very flexible and adaptable, but it can also pose problems regarding workers' or trainees' safety, control and protection. Murtafiah (2021) said that the development of training resources occurs through needs analysis, competency data collection and performance evaluation. With proper planning, faculty quality will be improved through a quality improvement program plan that includes recruitment and continuous development. IAI An-Nur Lampung conducts human resource training in recruitment, selection, training, and development of human resources as part of comprehensive planning that reflects a commitment to effective and sustainable human resource management. Human resource management can be seen from two points of view, namely through quality and quantity. What is meant by quality is the quality of human resources, which refers to physical and non-physical abilities (intellectual and spiritual). However, this number is related to the number of human resources. Quantity of human resources without quality becomes a burden on national development (SM et al., 2020; Nasution, 2020).

The role of staff in educational institutions positively improves the quality of education. Quality education is believed to come from the role of quality human resources in providing education. Supriyanto (2022) said in his research that human resource development at the SMP Negeri 03 Central Bengkulu Library included training, circulation and involvement of librarians. Thus, HR management is expected to monitor and adapt to future changes and implement various creative steps to overcome these challenges, significantly improve employee performance, and produce competent teaching and learning staff. This is also expected to produce superior and successful students.

In this context, HR management plays a central role in shaping the quality of childcare services. Highly qualified, competent and caring staff are the basis for a service that meets children's basic needs and promotes their overall development. Therefore, it is necessary to understand that HR management is not just HR management but a long-term investment to create a better educational environment. Staff development is planning, coordinating, implementing and evaluating activities. Human resource development includes education, training and self-development (Cahya et al., 2021).

Furthermore Irsyan & Tanjung (2023) said there was a positive increase in the quality of human resource services through planning, placing candidates according to requirements, selection through tests and interviews, and training to improve personnel skills. Research also highlights performance evaluation, ensuring employee welfare, and efforts to build effective working relationships. Employees gain positive benefits, including increased productivity, professionalism, skills, abilities and competence. Solehan (2022) also expressed that human resource management (HR) is a scientific concept focusing on managing individuals in an organization or institution. The school principal directs Human resource management to direct teachers and learning to achieve institutional goals, thereby encouraging positive quality improvement. Sawalludin & Rustandi (2020) said in their research that Human Resource Management includes recruitment, orientation, placement and development of teachers and education personnel. This action is a response to the demands of the times and society's needs for the standard of graduates desired by the school.

Human resource management is essential to improve excellent service in institutions. Excellent service or, in English, excellent service means the best or excellent service. It is perfect because it adheres to current service standards. Good service is an effort to meet other people's needs with the main focus on customer satisfaction. In the context of education, Nurbawani (2021) said that providing excellent service to students reflects a commitment to education. This commitment includes the best learning services from teachers, school staff, and the entire academic community. In the learning process, the best service positively impacts students and meets parents' expectations regarding the best service. In line with research conducted by Subiantoro and Pangeran (2022), excellent service is generally implemented at the modern Darussalam Guntur Islamic International School. This is based on the type of service carried out in Islamic boarding schools, which includes physical and non-physical services as a standard for determining excellent service for students.

Excellent service is a service provider's concern for service users. It is trying to provide the best possible service by the standards applicable in the institution, to meet the expectations and needs of service users, and to create trust and satisfaction. The main goal in providing excellent service is service user satisfaction. This satisfaction can be realized if the service provider has provided optimal service according to the service standards that have been set (Pautina et al., 2023). Excellent service requires competent and qualified care to create a safe environment, support children's growth and development, and maintain positive relationships. According to Ramadhana and Sudrajat (2020) in their research, the results of communication training showed a significant increase in scores before and after training and received a positive response. This growth is expected to improve the quality of excellent service. In general, this concept has 4 (four) main dimensions, namely speed, accuracy, friendliness and comfort (Mnr, 2021; Syafril & Fahmi 2022). These four components form an integrated service unit, meaning the service will only be good if one or more components are present. Apart from that, these four components make more sense if an appropriate service strategy supports them because service strategy is the

direction and guidance for the organization to provide the best service.

The novelty of this research lies in interactive activities and understanding emotions. This approach marks an extraordinary step in parenting: increasing children's understanding through interactive activities such as role-playing, picture stories and art activities that support emotional expression and social development. From primary to higher education, the form of service will also be good or bad for stakeholders and the academic community. One of the care providers, the Ar-Rahmah Nurul Jadid Child Care Park, has a vital role in forming the foundation for children's growth and development, becoming a place where every step of growth and learning is guided with full attention. To create an environment that fully supports children's potential, human resource (HR) management is a critical factor that cannot be ignored (Nurjaman et al., 2020). HR management is not just personnel administration but is also the basis for the excellent service TPA Arrahmah provides for children and parents. Human resources are a central and essential sector for achieving institutional goals because the skills and quality of its personnel can move the institution well and correctly. Therefore, efforts are needed to minimize unmet needs in early childhood. A structured training program appropriate to the child's developmental level is needed. This program stimulates children's cognitive, social and emotional growth.

Departing from some of the research mentioned above, the uniqueness or novelty in this research lies in HR managerial activities to improve excellent service at the Arrahmah Child Care Center with a system implementing interactive monitoring that allows parents, care centre managers, and HR to communicate with each other in real-time. This creates transparency and active involvement in the childcare process. This research aims to determine how human resource management can improve excellent service at Arrahmah TPA.

RESEARCH METHOD

This study applied descriptive analysis method at Ar-Rahmah Al-Qur'an Education Park (TPA) in Paiton Probolinggo. The descriptive approach in statistical analysis aims to describe the collected data without producing generalizations. This research was qualitative and conducted through a series of interviews and discussions with administrators and staff of Ar-Rahmah Landfill. This qualitative approach produces primary data in the form of qualitative analysis related to research problems.

The population that was the focus of the study was the administrators and staff of the Ar-Rahmah landfill in Paiton Probolinggo. This study aims to analyze administrative practices and understand their views regarding landfill management. In addition, this study also aims to get the perspective of local communities related to Ar-Rahmah landfill. Data collection methods used include interviews, discussions, observations, meetings, and surveys. Through interviews and discussions, researchers gain a deeper understanding of administrative practices and the experiences of landfill administrators and staff. Direct observations were made to understand the daily operations at the landfill practically. Meetings and surveys were held with the aim of obtaining views and

responses from local communities regarding landfill management.

The data analysis process used in this study uses a qualitative approach. Data collected from interviews, discussions, observations, and surveys are analyzed qualitatively to gain a deeper understanding related to research problems. In addition, secondary data such as evidence, historical records, or reports are also used to support the analysis and interpretation of research results.

RESULTS AND DISCUSSION

A formal or informal educational institution requires quality human resources as the main asset which has a significant impact on the progress of the educational institution to achieve success (Sa'diyah et al., 2021; Afkari et al., 2022). Therefore, human resources are the most important part of development and training. Human resources play a very crucial role in achieving educational goals. Personal action will significantly improve the quality of the entire school. Human resource management is the process of employing people to help operate an institution (Bahri, 2022). This includes the receipt, use, development and maintenance of existing human resources.

Human resource management has several functions like management in general (Habibi, 2022). This function will show that HR management is indeed a very important and urgent part of management. Some of these technical functions are explained in the theoretical review, but based on observations made at TPA Arrahmah.

Human Resources Planning

Based on the observations regarding human resource planning at TPA Arrahmah, the institution gave responsibility to the Islamic Boarding School education bureau. Information and data reports from school principals are used as discussion material by the education bureau team to be compiled and followed up. Alternatively, it can be done by the highest leadership; in this case, it can be done by the foundation or kya, leaders at the Islamic boarding school (Citraningsih & Dzikrina, 2023). The success or failure of an institution depends on the planning carried out for how to take action in the future.

Before implementation, planning is needed in advance so that the implementation process runs conducive and directed (Baharun & Wibowo, 2021). Human resource planning systematically examines human resources to ensure the number of employees with the required skills (Mundiri et al., 2021). It can also be interpreted as an action carried out within a certain period to achieve a particular result. Therefore, planning is a thinking process that includes detailed plans to achieve reasonable certainty about the actions to be taken. Therefore, in line with its mission to help institutional organizations achieve HRM goals in the future, the definition process takes place in several stages, namely first, analysis of various factors that cause changes in human resource needs that can influence institutional organizations and cause changes in staff needs caused by future changes (suhermanto 2023). Second, determining future human resource needs. An educational institution must define its future resource

needs, including the amount and capabilities of its resources. The third analysis of human resource availability is obtained from two sources, namely internal and external sources. Internal sources are agency employees who can be promoted or transferred to open positions. However, external sources are also available from outside the institution.

Human Resources Recruitment

Based on the results of interviews with Ustadzah ES, TPA Arrahmah is a non-formal institution under the auspices of the Nurul Jadid Islamic Boarding School, so the recruitment of teaching staff is not carried out by the head of TPA Arrahmah but is carried out by the Pondok Pesantren education bureau. The steps taken by human resources management in recruiting workers include: First, determining the requirements for teaching staff. Requirements for teaching staff are criteria or characteristics that include expertise and skills in dealing with early childhood children, such as religion, dancing, singing, discipline, potential, and organizational experience. Second, determine the source and method of recruitment. Sources of recruitment for teaching staff generally include internal and external sources. Internal sources are already employees at the Nurul Jadid Islamic Boarding School and have occupied certain positions and may be transferred or promoted to fill vacant positions through selection that will be carried out. Meanwhile, externals still need to be employees at the Islamic boarding school, who will be drawn to become teaching candidates who come from outside the Islamic boarding school. The management will trace their track records to find out the candidate's activities so that they are suitable to teach at institutions under the auspices of the Islamic boarding school. Nurul Jadid. The recruitment methods used, namely for internal sources, include closed methods and open methods. Meanwhile, external sources include prospective job applicants coming to Islamic boarding schools to express their desire to become employees or by sending application letters and employee recommendations.

Recruitment is the process of searching for, retaining, finding and attracting applicants to work in an organizational institution (Nurlindah et al., 2020). Recruitment begins with notification of employee acceptance, registration, testing and notification of employee acceptance. Recruitment is an activity that brings together a group of prospective employees who have appropriate qualifications for the institution (Halisa, 2021). The recruitment function is 'the right man in the right place' which is a reference for managers in placing existing employees in the institution.

Human Resources Selection

The steps taken in selection are receipt of the application letter, selection interview, and decision on the application. Based on the results of observations, the education bureau first informs applicants regarding the follow-up to the job application letters that have been received, then conducts selection interviews together with other job applicants. After carrying out selection tests and interviews, the education bureau makes a decision together with the head of the education bureau, the head of the Islamic boarding school and the caretaker of the Islamic boarding school. In the final stage, job applicants who are accepted

will receive information via telephone or message from the institution. At this stage, Islamic boarding school leaders must really consider what kind of workforce needs are in accordance with the job description that has been prepared.

The selection process is a stage that prospective applicants must go through until they finally reach a decision that they are accepted or rejected as new employees (Darim, 2020). During the selection process it varies from one institution to another. This process usually includes post-evaluation, testing, interviews and physical examination. Selection is carried out after collecting applicants who meet the requirements for the recruitment or withdrawal process (Winulyo et al (2023). Mustofa & Kholil (2022) state that selection is a series of procedural steps in which it is determined whether an applicant is accepted or not.

Human Resources Training and Development

Training and development of human resources is very important for all those who work at TPA Arrahmah because the development of various sectors of life, especially science and technology, is so rapid that it requires increasing their competence. Based on observations, the training carried out jointly was child handling training which included knowledge of child psychology. This activity is carried out by bringing in child psychology and educational experts and is usually held near the start of the new school year.

As for the results of the interview with Ustadzah WM as the lavender class teacher at TPA Arrahmah, there is also the training that was attended, namely BIMTEK for preparing PTK for early childhood education units which was held by the education bureau to increase teacher professionalism through classroom action research, so that the institution delegated one of the teaching staff to take part in the activity. the. Developments carried out at the institution for teaching staff involved in caring for children include: improving children's speech by telling stories using props in the form of dolls, with this being able to develop better parenting skills, including the ability to communicate with children, providing support emotional, and understanding the child's individual needs. Apart from that, the TPA institution also advises employees to attend lectures if teaching employees have non-linear strata education, and provide encouragement to those who are completing lectures, so that they can immediately carry out lectures well and graduate quickly. This is done so that existing human resources can continue to increase their knowledge and experience, both formally and informally.

Training for employees needs to be carried out so that employees are ready and able to be placed in certain positions in an institution, which means they are able and willing to follow all the rules set by the institution. The definition of training according to Hendra (2020) is a process of forming and equipping to improve skills, abilities, knowledge and behavior, meaning that training can shape employee behavior in accordance with expectations. Training is training personnel to acquire specific work-related skills to improve employee performance in current work and other work-related tasks, both individually and

as a work group (Anwar & Mubin, 2020). Meanwhile, development is the process of growing and developing skills, attitudes, personality to a greater level. This means providing learning opportunities for employees to shape growth and development (Afkari et al., 2022). Development is education related to increasing general knowledge and understanding of our environment as a whole (Hafid & Sugiarto, 2020). Therefore, training and development can be interpreted as a planned effort to increase employee knowledge, skills and abilities. Training and development is the core of empowering human resources in institutions because without training and development, institutions will face poor performance, complaints and low motivation.

The research highlights the significance of Human Resource Management (HRM) in educational institutions such as TPA Arrahmah. HRM encompasses planning, recruitment, selection, training, and evaluation of employees. Observations at TPA Arrahmah underscore the responsibility of managing HR by the Islamic Boarding School Education Bureau Nurul Jadid. The process of recruiting teaching staff is carried out by the Pondok Pesantren education bureau. Selection steps involve interviews and joint decisions with the bureau head and the Islamic boarding school leaders. Staff training involves understanding child psychology, enhancing caregiving skills, and support for further education. Employee performance evaluation is informally conducted by the school principal based on specific performance standards. Individual efforts and institutional factors, such as leadership support and full-day care services, also impact service enhancement at TPA Arrahmah.

Human Resources Assessment

Performance assessments at TPA Arrahmah for employees are carried out informally regarding personal achievements at work. Informal assessments are carried out by the principal continuously regarding the performance of his subordinates objectively. Based on the results of an interview with Ustadzah Ernawati as the principal, the aspect of employee performance assessment at TPA Arrahmah is in the context of improving excellent service in the form of performance standards which include skills, discipline, behavior, work results, and the level of absenteeism to find out how far employees have achieved or the educator in carrying out his duties.

Rahman (2020) states that human resource evaluation is an evaluation of the efficiency of human resources in an institution. If work performance meets or exceeds the job description, then the agency's personnel are carrying out their duties well. In addition, if the work implementation shows results below the job description, it means that the implementation is not good. Apart from that, evaluation is one of the key factors in the effective and efficient development of an institution or organization (Wulogening & Timan, 2020) (Rusdiono & Sa'diyah, 2021). Evaluations that are carried out well and regularly can increase employee motivation and loyalty towards educational institutions. Performance appraisal is a formal and structured system used to measure, evaluate and influence work-related characteristics, behavior and results, including absenteeism (Urika, 2020). At the same time, employees need feedback on their

work results to direct their future behavior. Employees also want to receive positive feedback from things they do well at work.

Factors in Improving Excellent Service at Tpa Arrahmah

Based on field research, TPA Arrahmah Probolinggo has provided as much care as possible, so that it is able to provide satisfaction to parents, namely providing services that suit their needs. In relation to factors in improving excellent service, starting from individual factors, as the results of an interview with Mrs. ES as head of TPA Arrahmah stated that the main individual factor is teaching staff, because teaching staff are the main milestone and determinant for the services they should produce. Other factors such as motivation from the principal, the principal's efforts to improve excellent service, namely providing direction to employees or educators regarding excellent service, giving freedom to each employee to be creative and innovative, this is intended to make employees more dynamic, productive, and increase their sense of self-confidence. and also feel appreciated. The school principal also always controls employee performance so that child care is carried out optimally. Then Mrs. Ly as a student gave the opinion that "the individual factor to improve service for me is the most important thing is encouragement from the principal to motivate all employees in the institution."

In implementing excellent service at TPA Arrahmah, according to the results of interviews with Mrs. ES, as the school principal, she also prepares full day care services, which are services that are based on a full day's time. With a full day, the fulfillment of children's needs is temporarily replaced by the institution, therefore the implementation of a full day must pay attention to children's needs, children's interests and children's development. This statement was confirmed by the SNF. The head of TPA ARRAHMAH also holds parenting three times each year for parents. This activity can provide information and knowledge to parents regarding child development, child needs, and effective parenting strategies. This helps parents be more confident and ready to face their children. Apart from that, the institution also collaborates with community health centers and Azzainiyah clinics to determine children's development.

CONCLUSION

To enhance service quality at TPA Arrahmah Probolinggo, a five-stage human resource management system is implemented. It starts with planning by analyzing school principal reports. Recruitment involves internal and external sources, with selection processes overseen by the education bureau and a specialized committee. Training covers child handling and professional development, while informal assessments by the principal evaluate work achievements. This structured approach aims to continually develop staff expertise and ensure excellent service delivery.

The next research recommendation is to conduct a longitudinal study to evaluate in depth the effectiveness of human resource management (HR) strategies that have been implemented in the Qur'an Education Park (TPA) for several years. This research will enable monitoring of changes and developments that occur from the implementation of HR management strategies.

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