# Digital planning of educators and education at MA Raadhiyatan Mardhiyyah Putri Balikpapan

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**ABSTRACT**

Planning is an effort to achieve goals optimally. In addition to achieving goals, planning is carried out so that everything that is done is more organized and more useful. Human resources (HR) are the most important part and are even very closely related to companies, organizations, or ministries because it is human resources who carry out the planning stages. Educators and education personnel are human resources in the realm of education. In addition to achieving goals, good planning is also carried out so that educational institutions can survive and grow in the midst of competition and progress of the times, especially in the rapid development of technology. The problem that often occurs in planning educational institutions, especially Islamic educational institutions of Islamic boarding schools, is the immaturity of the planning carried out. The purpose of this study is to find out how and who is responsible for the parts in the planning of educators and education at MA Raadhiyatan Mardhiyyah Putri Balikpapan. The method used in this study is a qualitative research method with a descriptive type. Data were collected through online unstructured interviews and analysis of official documents from the study site, as well as literature supported by relevant reference sources. Data analysis through narrative analysis and content analysis. The respondents in this study were the head of the Women's Cadre Education Department (DP3) and the principal of MA Raadhiyatan Mardhiyyah Putri Balikpapan. The planning at MA Raadhiyatan Mardhiyyah Putri Balikpapan is quite good because it has been carried out according to procedures, ranging from needs analysis to termination of employment. It seems to narrow the opportunities for people from outside the institution to work inside, but the reason is acceptable because it concerns educators who will become uswatun hasanah for students. Each educational institution has different goals, of course, the criteria for educators as a control must be in accordance with these goals.

## Introduction

Human resources are a very important part that cannot be separated from an institution, organization, or company (Wijaya et al., 2019). Teaching and education personnel are human resources in education. Planning for teaching and education personnel refers to HR planning

which includes needs analysis, recruitment, development, and employee compensation. In order to optimize the achievement of learning and education goals, planning is certainly needed, one of which is planning for teaching and education personnel (Kaligis et al., 2022). In addition to achieving goals, good planning is also carried out so that educational institutions can survive and grow in the midst of competition and progress, especially in technological developments.

According to Syamsul & Masharyono, competition between institutions is no longer just about competing through tangible assets or capital, but also through the quality of personnel or human resources. This makes human resources a key element and determinant of an organization's success. More than that, human resources can even become a competitive advantage that distinguishes one organization from another (Winarti, 2022, p. 2).

Syamsuddin wrote that educators and educational staff play a strategic role in the educational process, particularly in shaping the character of the nation through the development of desired personalities and values. From an educational perspective, the role of educators (teachers, lecturers, student mentors, instructors, tutors) in Indonesian society remains dominant, despite the rapid development of technology that can be utilized in the learning process. Therefore, human resources are indispensable, as no matter how advanced technology becomes, the primary role in life remains that of human resources themselves (Zuanda et al., 2016).

The change and development of an institution/company depends on the effectiveness of its employees' work. In addition to developing talents and skills, work also requires endurance at work (Labola, 2019). The existence of superior educators and education personnel will provide greater opportunities in producing superior students. For this reason, it is very important to plan educators and education personnel in accordance with Islamic teachings because it will have an impact on the generation that will and is being educated (Suryati et al., 2023). All components in education certainly have an important position as well, but the planning of educators and education personnel is very important because it involves connecting other components.

Planning is setting goals, strategies, methods, and benchmarks for the success of the activities carried out. Planning is a series of interconnected activities in achieving goals, then choosing a strategy and setting a budget in carrying out these activities (Rahmi, 2013). In Islam, planning is a form of endeavor, in accordance with the words of Allah in surah Al Hasyr (59) 18:

> "O you who believe! Fear Allah and let each one of you consider what he has done for tomorrow (hereafter): fear Allah, surely Allah knows best what you do."

In the section "paying attention to what he has done for tomorrow (hereafter)" it can be understood that planning for the future is very important. In addition to making what is done in the future useful, it is also to always remember the ultimate goal, especially as Muslims. In this verse also alludes to starting from oneself, therefore planning is not only for an agency, but also for oneself, family leaders, communities to state leaders. Allah who created the entire universe is also the planner of all His creatures, because Allah is Al-Bari, the Most Planning (Rahmi, 2013).

Human resource management in educational institutions encompasses a range of activities that recognize the crucial role of teachers and educational staff as the school's main assets. They are important factors that support the achievement of institutional goals. Through a series of functions and activities, this management ensures optimal utilization of human

resources for the benefit of the individual, the school and the wider communityHuman resource management in education aims to create schools that function optimally. This is achieved when the number and qualifications of teachers and support staff match the workload and responsibilities required. In addition, human resource management should be able to strengthen school resilience, encourage development, increase productivity and prepare schools to compete competitively.  (Wijaya et al., 2019).

The problem that often occurs in planning in educational institutions, especially Islamic boarding schools, is the immaturity of the planning carried out. This usually happens if the institution has just been built, but some old institutions still have similar problems, because usually the institution more often recruits employees from within the institution. For this reason, researchers are interested in researching MA Raadhiyatan Mardhiyyah Putri Balikpapan because this school has been established for a long time and has many graduates who are recognized for their personal toughness in fighting in the way of da'wah.

## Method

The method used in this research is a qualitative research method with a descriptive type. Data was collected through unstructured interviews online through the whatsapp application, and analysis of official documents from the research location, as well as literature supported by relevant reference sources. Data analysis through narrative analysis and content analysis. The respondents in this research are the head of the Department of Education of the Princess Cadre (DP3) as part of human resource management and the principal of MA Raadhiyatan Mardhiyyah Putri Balikpapan. The research was conducted in early December 2024.

## Result and Discussion

### 1. Basic Concepts of Human Resource Planning (HR)

According to Andrew F. Sikula, human resource planning is the process of determining workforce needs and aligning these needs so that their implementation is in accordance with organizational/company goals (Rahmi, 2013). According to Dale Yoder in Mangkunegara, workforce planning is a process that includes forecasting, development, implementation, and control to ensure that the company or institution has the right number of employees, the right employee placement, and the optimal time, so that it can provide economic benefits (Akilah, 2019). Human resource planning is to plan for the availability of labor and those suitable for positions, positions, and jobs at the right time. The goal is to achieve the goals that have been and will be set (Sutrisno, 2009, p. 33).

Hasnadi writes that HR planning begins with analyzing the vision, mission, objectives, strategies, and organizational structure, as well as evaluating the existing HR conditions in terms of numbers and competencies. Kawiana argues that HR planning has two main elements, namely requirement forecast and availability forecast. Requirement forecasting is the activity of predicting the number, skills, and placement of employees needed by the organization in the future to achieve its objectives. This forecast is influenced by various aspects, such as production plans and improvements in work efficiency. The results of the requirement forecast will determine the level of human resource demand (Savitri et al., 2022).

In essence, HR planning is an effort to harmonize the need or demand for labor with the availability of the necessary human resources, both in terms of quantity and quality, so that they can be fulfilled at the appropriate time and place (Arianto et al., 2019). HR planning is the process of determining strategies for obtaining, utilizing, developing, and maintaining human resources in accordance with the needs of the institution/company now and its future development (Nawawi in Sangsurya et al., 2021). According to Nawawi, there are two main

activities in HR planning, namely, workload analysis activities and analysis of existing HR capabilities within the institution or company (Kaligis et al., 2022).

Jackson & Schuler argue that proper HR planning requires certain stages according to modern organizations, following the steps of HR planning (Sutrisno, 2009, p. 34):
a. Collect and analyze data on demand and supply of human resources
b. Develop HR planning objectives
c. Develop and implement programs that enable the institution to achieve HR planning objectives
d. Supervise and evaluate programs.

According to Sutrisno (2009, pp. 35–36), the approach used in HR planning is action driven, the aim is to make it easier and more accurate in HR placement. The action driven approach must be based on accurate problem analysis and review of alternative plans. If the planning policy is not made in detail, the planning process may not run smoothly, because of the gap between the organization/institution/company and the employees.

Factors that influence HR planning are internal and external. Internal factors occur within the organization/company. Examples include poor planning, budgeting, and expansion or new activities of the organization/company. Internal factors can be grouped based on the system, such as management and organizational information systems, financial management systems. External factors are factors that develop beyond capabilities. Such as economic, socio-cultural, political situations, technological developments, and laws.

According to SISDIKNAS law number 20 of 2003 chapter 1, article 1 paragraph 5 "education personnel are members of the community who devote themselves and are appointed to support the implementation of education". While the duties of education personnel are in chapter XI, article 39, paragraph 1, that "education personnel are tasked with carrying out administration, management, development, supervision, and technical services to support the educational process in educational units. In paragraph 6 "Educators are education personnel who are qualified as teachers, lecturers, counselors, learning leaders, widyaiswara, tutors, instructors, facilitators, and other designations in accordance with their specialties, and participate in organizing education" ("Undang-Undang Republik Indonesia," 2003).

A teacher is a person whose job is to teach (KBBI, 2008, h. 469). According to Sulistiani & Nugraheni, teachers are professional educators whose main role is to educate, teach, guide, direct, train, assess, and evaluate students in formal education. Teachers are people who have the qualities and characteristics to become teachers for their students. In addition, teachers are also role models for students (2023). Teachers not only teach and guide, but teachers also play an important role in helping students overcome problems in learning (Fusiroh et al., 2023).

From some of the above opinions, it can be concluded that teachers are people who work as educators, mentors, and teachers and evaluate students in formal schools. In addition to teaching subjects, teachers are also role models for their students. According to Dr. Nesia at the lecture on December 19, all parents are teachers for their children. Parents are teachers who shape their children's character because it is from them that children see and imitate the first things they don't know, but this has not been realized by most people.

In Islam, to become a teacher is not only because he has a lot of knowledge and has met academic scientific qualifications, but also must have good manners and morals (D, 2021). There are several other names for "teacher" with its own meaning, namely *murabbi, mu'allim, muaddib, mudarris, mursyid,* and *muzakki.* The following is an explanation:
a. *Murabbi* (nurturer). Educators who not only teach knowledge, but also educate their students spiritually, physically, and mentally to understand and practice the knowledge they have learned.

b. *Mu'addib* (well-mannered). Because it has the meaning of polite and good manners, mu'addib is defined as a person who educates someone to behave politely. In addition, they are people who know the position and level of something and are able to put something in the right place.

c. *Mu'allim* (one who has knowledge/teacher). Educators who provide and teach knowledge to their students. The focus of a mu'allim is on the knowledge of the mind.

d. *Mudarris* (teaching teacher). Someone who always learns and tries to educate students, eradicate ignorance, and train skills according to their talents, interests, and abilities.

e. *Mursyid*. Someone who becomes a role model or center of self-identification or becomes a role model, role model and consultation for students in all aspects.

f. *Muzakki* (grow or develop). Educators who are responsible for maintaining, guiding, and developing the fitrah of students to always fear Allah and stay away from His prohibitions.

The teacher in an Islamic perspective is not only someone who transfers knowledge, but also shapes the morals and personality of students. Prophets are teachers for their people, prophets and apostles are sent to improve the level of thinking of their people. Example of the Prophet Muhammad PBUH. Preaching without forcing his family and friends, he gave them time to think and decide. For this reason, teachers are not only teachers, but also educators who have a great responsibility in the development of manners, knowledge, and the level of thinking of future generations.

## 2. Educator and Education Personnel Planning

MA Raadhiyatan Mardhiyyah Putri Balikpapan is one of the units in the Hidayatullah Islamic Boarding School Foundation in East Kalimantan. There are several units in it, ranging from PAUD to College and also *Tahfidz* school. The planning part of the teaching and education staff is organized by one of the departments, called DP3 (Department of Education for Women's Cadre).

a. Needs Analysis

Needs analysis is the systematic collection of all information to obtain valid data needed for teaching. The data is obtained from parties with an interest in teaching, such as teachers, curricula that can meet the needs of students and teachers, and institutions involved, as well as information needed to define and validate the curriculum used in teaching (Sari, 2019). Analysis of the availability of teaching and education personnel. Starting with an analysis of the availability of existing human resources, such as the number of existing human resources, their competencies, educational qualifications, abilities, performance and so on. Then then analyze the needs of human resources, for example promotions, mutations, reduction of human resources, and vacancies that will be opened (Yuliyati, 2020).

The needs analysis conducted at MA Raadhiyatan Mardhiyyah is to see the fulfillment of all existing subject teachers. For certain fields of study that cannot be taught by existing teachers such as exact subjects, job vacancies will be opened. This is because the majority of educators have a religious education background. This needs analysis is carried out by the Department of Girls' Education (DP3).

b. Recruitment, Selection, and Placement

The process of finding and attracting prospective employees who have the ability in accordance with the needs analysis of a company / institution (Azmi et al., 2024). Ability is also referred to as competence. Human resource competence includes the knowledge, skills, and attitudes needed to perform a job effectively (Halik & Nurlia, 2024). Starting from disseminating registration information, then receiving applicants' files, and selecting

files that have been submitted by applicants. Not only from outside, the procurement of human resources can be from within the institution/company. Such as through promotion or mutation.

After searching and attracting HR candidates, selection is then held to find people who match the required positions. Usually employee selection uses interview methods, written tests, and practical tests according to the position to be filled. Placement is a follow-up to selection, namely placing prospective employees who have been accepted. According to Rivai, placement is the assignment or reassignment of an employee to his new employee.

In the recruitment, selection and placement sessions, everything is regulated by DP3. Recruitment is more often done from within, in the sense that people within the institution are preferred. If there are none, then recruit from outside with additional special criteria. After recruiting, selection is done through interviews and written tests. The criteria must be a Muslim woman, dressed in syar'i, and have the ability in their field. This happens because the institution maintains the role of "uswatun hasanah" of teaching and education personnel for students.

c.  Coaching and Development

Coaching and development usually take the form of training, further education, comparative studies, and various other academic activities. Development and coaching lead to quality improvement, refinement or maximization of functions. The function of coaching and development is to improve, maintain, and enhance the performance of employees  (Putra & Mei, 2021). This opinion is in line with the results of Saehu's (2018) research, which revealed that coaching and career development affect employee performance. If coaching and career development are good, then employee performance will also be good, and vice versa, if coaching and career development are poor, then employee performance will also be poor.

Regular training can influence employee performance (Yusuf et al., 2024). Investing in the development of educators and education can advance the nation's children, which will certainly have an impact on the country. From an institutional perspective, educator development is intended to stimulate, maintain, and improve the quality of educators in solving organizational problems. Furthermore, it is also said that teacher development based on institutional needs is important, but what is more important is based on the individual needs of educators to undergo the professionalization process. due to the substance of the study and the learning context always evolving and changing according to the dimensions of space and time, teachers are required to always improve their competence (Zuanda et al., 2016).

Coaching and development at MA RA Putri is carried out by the school in each unit. Educators and teaching staff are given the flexibility to take part in upgrading according to competence. Holding sharing sessions every month, and also held report cards for educators in each unit.

d.  Award

Rewarding employees. Usually there are several criteria for giving awards. Appreciation in the form of awards is done in order to encourage employees to improve their competence. According to Sinambela, an award is a reward for the services they have provided to the institution/company (Kaligis et al., 2022). According to Suryadilaga et al., rewards are divided into two types, namely extrinsic and intrinsic rewards. Extrinsic rewards are rewards that come from outside the individual, such as salary, allowances,

bonuses/incentives, interpersonal rewards, and promotions. Meanwhile, intrinsic rewards are rewards that result from one's own efforts, such as completion, achievement, and autonomy (Ferdinand & Satibi, 2021).

Awards or appreciation are also organized by the principal of each unit. Awards are given based on performance results and certain criteria, such as diligently attending upgrading. This is done at the end of each semester. Providing gratitude for teachers who fill in the sharing session after each sharing session.

e. Mutation

According to Syukur, mutation is a change in position, position, place, work carried out both horizontally and vertically in an organization (Putra & Mei, 2021). According to Ayuningtyas, mutation is the vertical movement of employees from one unit or department to another unit or department. In addition, mutations can also be carried out internally within the organization in different regions. For example, employees who perform well in their evaluations can be promoted to other units, and employees who perform poorly will be transferred as a form of punishment (Mea, 2022).

Mutations are regulated by DP3. Usually the mutations carried out are transfers between units, for example, teachers in the junior high school unit are transferred to the Tahfidz unit.

The benefit of mutations is that employees can get to know other units or departments and learn about fields that are different from their previous ones. In addition, it can also boost morale due to the new atmosphere of the new workplace (Mea, 2022). According to Judas, a job mutation is not always the same as a relocation. Job rotation is very important because it makes employees feel valued and not wasted by the agency or company, but rather placed in the right position. This can encourage each individual to improve their performance in line with the expectations of the agency or company (Onsardi & Arianto, 2020).

f. Termination of Employment

The end of the attachment between the person and the company or institution. The rights and obligations as a workplace institution and employee are terminated. There are three reasons for termination of employment. First, personal request from the employee. Second, termination from the agency or government. Third, termination for reasons other than the first and second reasons (Putra & Mei, 2021).

There are no reasons for termination of employment at MA RA Putri due to government or agency reasons because it is a private school, and there is also no termination of employment carried out from the institution. Educators and education personnel usually submit resignations from themselves or because of other things such as employees passing away.

The planning of teaching and education personnel is regulated by DP3 in the recruitment and mutation section. Some parts are regulated by the head of the unit, such as coaching, individual development, awards, and evaluation of teaching and education personnel. This data is based on file analysis, details of needs analysis and availability are regulated by the head of the unit which has been written in the semester planning.

## Conlusion

Planning for teaching and education personnel refers to human resource planning standards. Planning for teaching and education personnel is a process design to ensure the availability of qualified education personnel, according to the needs of the institution, and relevant to the educational objectives of each institution. This process includes needs analysis, recruitment, selection and placement, coaching and development, rewards, transfers, and termination of employment.

Planning at MA Raadhiyatan Mardhiyyah Putri Balikpapan is quite good because it has been done according to procedures, starting from needs analysis to termination of employment. It seems to narrow the opportunity for people from outside the institution to work inside, but the reason is acceptable because this concerns educators who will become uswatun hasanah for santriwati. Each educational institution has different goals, of course, the criteria for educators as control must be in accordance with these goals.

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