
Optimization of Islamic Higher Education Governance Through Human Resource Development

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Abstract: The optimization of Islamic higher education governance plays a significant role in ensuring the quality of higher education while strengthening its contribution to society and the economy. One of the key aspects of optimizing governance is the development of human resources. This study aims to explore efforts to optimize the governance of Islamic Private Religious Higher Education Institutions (PTKIS) through human resource development. The research employs a qualitative method with a phenomenological approach, where data is collected through in-depth interviews and analyzed using a phenomenological framework. The findings of this study highlight effective HRM strategies to enhance the governance of PTKIS, including (1) analyzing HR needs as the initial step to identify the competencies and skills required to support the vision and mission of PTKIS, (2) planning and developing HR being pivotal in designing development programs such as training, courses, and workshops to enhance the competencies and knowledge of HR, (3) a selective recruitment process aligned with Islamic values is essential to ensure the alignment of HR with PTKIS principles, (4) regular performance assessment and evaluation help measure HR achievements and provide constructive feedback, (5) clear career planning and recognition, along with incentives based on HR contributions, are effective strategies to maintain and motivate HR, (6) implementing a rolling job position system and utilizing information technology support HR management's flexibility and efficiency, (7) involving HR in decision-making and engaging them in organizational policies enhance their sense of ownership and commitment to PTKIS. PTKIS can maximize the potential of its HR, enhance the quality of religious education, and achieve institutional goals in line with Islamic values and ethics.

Keywords: Governance, PTKIS, Human Resources Management

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Introduction

The governance of Islamic higher education in Indonesia is highly dependent on the development of quality human resources (HR). In this context, effective human resource management is the key to achieving better educational goals that are relevant to the needs of society. Research shows that improving the quality of human resources in Islamic higher education can be done through strategic planning involving all faculties to maximize existing potential (Jenita et al., 2022 ; , Lestari, 2023). Thus, every Islamic higher education institution must have a clear plan to develop their competitive advantages, especially in the context of education based on Islamic values. According to Rahmawati (2020), Islam as a doctrine and civilization has a very important role in countering radicalism. Therefore, the development of human resources in Islamic higher education must also pay attention to religious and moral aspects so that graduates can become positive agents of change in society. This is in line with the concept of Islamic education which does not only focus on academic aspects, but also on spiritual and moral aspects.

One of the main challenges in human resource management in Islamic higher education is the lack of educated and professional teaching staff. This contributes to the negative perception of Islamic banking products compared to conventional banks (Supriyatni, 2021 ; Rusydiana, 2024). Therefore, it is important to improve the quality of training and development for teachers and administrative staff in these institutions. Research shows that good HR management not only focuses on employee welfare, but also on developing competencies that are relevant to the needs of industry and society (Haidar et al., 2023). Synergy between teachers and parents is also an important factor in developing human resources in Islamic universities. Rahmawati et al. (2024) emphasized the importance of cooperation between teachers and parents in educating children in villages. This shows that education is not only the responsibility of universities, but also the responsibility of the entire community in supporting the education process.

Furthermore, the development of educational programs integrated with Islamic values and market needs is very important to increase the competitiveness of graduates (Mas'ud et al., 2022 ; , Desmaniar et al., 2022). For example, the development of a master's program that combines general science with Islamic studies can accelerate the transformation of Islamic higher education institutions into more inclusive and relevant universities (Adnani, 2019). In addition, strengthening business incubators in Islamic universities can also help shape an entrepreneurial spirit among students, which is an important aspect in human resource development (Siregar, 2023). Human resource development can also be done through curriculum development that is relevant to the demands of industry 4.0. According to Asnawi & Rahmawati (2024), curriculum planning for higher education in the era of industry 4.0 must pay attention to technological developments and job market needs so that graduates can have competencies that are in accordance with the demands of the times. Thus, human resource development in Islamic higher education does not only cover religious aspects, but also technological aspects and expertise that are in accordance with the development of the times.

While the accreditation results are a direct reflection of the face of Human Resources in the governance of Higher Education. Accreditation is an assessment carried out by an independent institution or authorized accreditation authority. This assessment covers various aspects of institutional governance, including management, academics, finance, infrastructure, teaching quality, and achievement of educational goals. Data released from Kopertais 4 Statistics in 2020 shows that the number of PTKIS in the Kopertais 4 region is 185, with details of 34 in the form of Universities, 31 Institutes and 120 Colleges. There needs to be encouragement so that 65% of PTKIS in the form of Colleges can be converted into Institutes or Universities. In addition, of the total 185 PTKIS, only 8% were accredited as Superior or A (Statistik Kopertais4, 2020).

Previous research that has been conducted One study by Pane and Kartika emphasized the importance of quality assurance in private Islamic religious colleges (PTKIS) in Lampung, which showed that effective governance contributed to a culture of quality on campus (Pane & Kartika, 2021). In addition, Suti et al. highlighted that in the digital era, universities need to apply the principles of Good University Governance (GUG) to reduce the risk of errors in management (Suti et al., 2020).

Human resource development in the context of Islamic higher education is also greatly influenced by knowledge management. Munadi et al. explained that good knowledge management includes effective knowledge production and storage, which can improve the quality of education (Munadi et al., 2019). This is in line with Marjuni's view which emphasizes the importance of integrating Islamic teachings into general studies to strengthen community-based human resource development (Marjuni, 2022). In this context, innovation in Islamic education management, as discussed by Mauliya and Wulandari, is also key to facing global competition (Mauliya & Wulandari, 2021).

Furthermore, the challenges faced by Islamic universities in the era of globalization and digitalization require an adaptive approach. Tolchah and Mu'Ammar identified the challenges and opportunities facing Islamic education in Indonesia, emphasizing the need for transformation to improve the quality of education (Tolchah & Mu'Ammar, 2019). Suyadi et al. also emphasized the importance of academic reform to ensure the sustainability of Islamic higher education in Indonesia (Suyadi et al., 2022). In this case, the development of quality human resources must be supported by transparent and accountable governance, as explained by Sarpendi (Sarpendi, 2023).

Human resource development will optimize the governance of PTKIS by applying effective and innovative management principles, ensuring sustainable improvement in education quality and relevance in a changing society. This study aims to analyze the optimization of governance in Private Islamic Religious Colleges (PTKIS) through comprehensive human resource development. The research applies a phenomenological approach to understand and interpret the lived experiences of individuals in managing and improving higher education governance.

Optimizing Islamic higher education governance requires a holistic and integrated strategy that emphasizes key aspects such as strategic human resource planning, faculty development, curriculum enhancement, and sustainable financial management, including the utilization of waqf funds. Through effective human resource development, PTKIS can enhance institutional quality, produce competent graduates, and strengthen their role in society (Jenita et al., 2022; , Lestari, 2023; , Mas'ud et al., 2022; , Al-Qosimi et al., 2022).

Method

This research was conducted at PTKIS Kopertais 4 region. In addition, PTKIS in the Kopertais 4 region faces special challenges or opportunities related to PTKIS governance. The selection of this research object is based on strong considerations. The Kopertais-4 region, which covers geographical areas that have unique characteristics, challenges, and needs in higher education, attracts attention as a relevant research object. It is hoped that this research will benefit local and regional communities by identifying and addressing issues that may be specific to this area. The results of the study are expected to provide insights and recommendations that can have a positive impact on educational institutions in the Kopertais 4 region. This research can help identify areas for improvement and provide solutions tailored to the specific needs and challenges of the region. By considering these various factors, the selection of Kopertais-4 as a research object is a reasonable and relevant step in efforts to improve governance and management of human resources at PTKIS.

This study involves informants from various Private Islamic Religious Colleges (PTKIS) in the Kopertais 4 region, selected based on their strategic roles in institutional management. The informants consist of PTKIS leaders (Rectors/Deans/Chairpersons), lecturers, and educational staff (academic and administrative staff). The selection of informants aims to obtain diverse perspectives on governance and human resource development within PTKIS. The sample collection used a purposive sampling method that has significance in accordance with the focus of the study. By using the purposive sampling method, selected informants will provide rich and in-depth data related to their experiences, perceptions, and knowledge of human resource management and how this affects the improvement of governance of Private Islamic Religious Colleges in the Kopertais 4 region.

The informants in this study come from several areas within the Kopertais 4 region. The PTKIS leadership category includes informants from Kediri (IK1) and Bojonegoro Regency (IK3). Meanwhile, the lecturer category is represented by informants from Surabaya (IP1) and Malang (IP2). Additionally, the educational staff category consists of informants from Bangkalan (IP3) and Tuban (IP4). The research codes assigned to each informant aim to maintain anonymity and facilitate data analysis. By involving various informants from different regions, this study is expected to provide a

more comprehensive overview of governance and human resource development in PTKIS within the Kopertais 4 region.

In this study, a type of research known as a qualitative method with a phenomenological approach was used. This method bases research on subjective or phenomenological experiences experienced by individuals. The phenomenological approach allows us to explore and reveal the concept of improving the governance of Private Islamic Religious Colleges (PTKIS) through human resource management. Phenomenology is defined as a perspective of thinking that focuses on the focus of human subjective experiences and narratives as well as interpretation or implementation in the context of everyday life (Moleong, 2018: 14-15). One of the qualitative approaches used in this research is phenomenology. Phenomenology is a type of qualitative research that allows for in-depth exploration of individual explanations and understandings of their experiences. The primary data used are in-depth interviews as the main step in obtaining explanations and descriptions of life experiences that have been experienced. In addition, to collect secondary data through participant observation and document tracing.

In phenomenological research, there are four main stages that form the core process, namely Epoche, Phenomenological Reduction, Imaginary Variation, and Synthesis of Meaning and Essence. The epoche stage requires researchers to suspend their initial prejudices and interpretations regarding the phenomenon to be studied, opening themselves completely to the actual experience. In the reduction stage, researchers simplify the data by focusing on the essence and core of the observed phenomenon, especially those expressed by key informants. Next, the variation imagination stage involves using creative imagination to consider the various possible variations of the phenomenon, describing potential changes or variations according to different contexts. Finally, the meaning synthesis stage is the phase of combining the results of the analysis and imagination of variations, producing a comprehensive picture and in-depth understanding of the phenomenon being studied. In this study, the application of the core process of phenomenological research allows for a deep understanding of the essence of governance in PTKIS, by considering various perspectives and innovations in human resource management to achieve significant improvements in the governance of the religious institution.

This study uses phenomenological data analysis. The first stage is the description of the phenomenon, where the researcher documents in detail the phenomena experienced by the subjects through in-depth interviews and transcription of the interview results. The second stage, namely horizontalization, involves in-depth analysis of the interview transcripts to identify the main themes, key aspects, and dimensions of the phenomena revealed. This allows researchers to understand the various perspectives and viewpoints of subjects related to HR governance and management in PTKIS. The third stage, clusters of meaning, allows researchers to group these findings into larger patterns or groups of meaning, linking subjects' experiences to more general concepts related to HR governance and management. Finally, the fourth stage is the description of the essence, where the researcher describes the core or essence of the experiences expressed by the subjects, helping to gain a deeper understanding of how HR management affects PTKIS governance. This phenomenological analysis provides in-depth and contextual insights to support the improvement of PTKIS governance through human resource management.

Results and Discussion

The data from this study are answers about the meaning of a phenomenon of improving the governance of Private Islamic Religious Colleges (PTKIS) through Human Resource management. The first result is a transcript of the interview results in terms of what the research subjects

experienced (Textural Description) and how the subjects experienced and interpreted their experiences (Structural Description). The second result is Data cluster of meaning and description of essence.

Table 1. Interview Results Transcript

No.	Important Statement	Textural Description	Structural Description
1	<i>"We conducted an HR needs analysis as an initial step in identifying the competencies and skills needed to support the vision and mission of PTKIS."</i>	The subject undergoes the initial stage of human resource needs analysis. This step is important to identify the competencies and skills needed to support the vision and mission of PTKIS.	The subject assessed this step as the main foundation in improving PTKIS governance.
2	<i>"We are actively involved in HR planning and development, designing development programs such as training, courses, and workshops to improve HR competency and knowledge."</i>	Subjects are involved in HR planning and development, including the design of development programs. This program includes training, courses, and workshops aimed at improving HR competency and knowledge.	The subject interpreted this experience as a strong commitment to improving the quality of human resources at PTKIS.
3	<i>"Our participation in a selective and Islamic-compliant recruitment process helps ensure HR compliance with PTKIS principles."</i>	Subjects feel actively involved in the selective recruitment process and in accordance with Islamic values. This process is considered important to ensure that the recruited human resources are in accordance with the principles of PTKIS.	The subject interpreted this experience as a manifestation of Islamic values in human resource management at PTKIS.
4	<i>"Regular performance appraisals and evaluations help measure our achievements and provide constructive feedback."</i>	Subjects undergo regular performance appraisals and evaluations which help in measuring their achievements. The feedback provided helps in personal and professional development.	The subject interpreted this experience as an effort to improve the quality of performance and contribution of human resources.
5	<i>"Clear career planning and providing rewards and incentives according to our contributions are effective strategies to maintain and motivate us."</i>	Subjects experienced clear career planning and rewards and incentives according to their contributions. This strategy is considered effective in maintaining and motivating HR.	Subjects interpreted this experience as a form of recognition and motivation to increase their contribution to PTKIS.
6	<i>"The implementation of information technology supports the flexibility and efficiency of HR management."</i>	Subjects felt that the application of information technology helped increase flexibility and efficiency in HR management.	The subject interpreted this experience as an effort to modernize human resource management to achieve PTKIS goals more effectively.
7	<i>"Involving us in decision making and building our involvement in organizational policies increases our sense of ownership and commitment to PTKIS."</i>	Subjects experience participation in decision-making and involvement in organizational policies. This increases their sense of belonging and commitment to PTKIS.	Subjects interpreted this experience as increasing participation and involvement of human resources in important PTKIS processes.
8	<i>"I feel a change in the academic environment."</i>	Subjects felt the changes that occurred around them related to the academic context of private Islamic religious colleges.	Subjects assessed this change as a significant experience in PTKIS governance.
9	<i>"I experienced a shift in the approach to lecturer management."</i>	The subject experienced changes in the way lecturer management was carried out, including performance management and competency development.	The subject interpreted this change as an effort to increase the effectiveness of PTKIS governance.

The table above reflects the subject's experience (textural description) and how the subject interprets and gives meaning to the experience (structural description) from a phenomenological perspective. Meanwhile, the second result is in the form of cluster of meaning data and a description of the essence which will be explained in the following table:

Table 2. Data cluster of meaning and description of essence

No.	Meaning	Essence Description
1	Human Resources Needs Analysis as a First Step	Human resource needs analysis is a very important initial step in improving the governance of Private Islamic Religious Colleges (PTKIS). This involves identifying and understanding the competencies and skills needed to support the vision and mission of PTKIS. Participants described their experiences in identifying these needs as a foundation for further development.
2	Human Resource Planning and Development as the Key	Human resource planning and development is key to improving PTKIS governance through human resource management. This includes designing development programs such as training, courses, and workshops aimed at improving HR competency and knowledge. Participants described their experiences in designing these programs, as well as their positive impacts on improving HR competency and achieving PTKIS vision.
3	Selective Recruitment Process and in Accordance with Islamic Values	A selective and Islamic-compliant recruitment process is considered an important element in PTKIS governance. This helps ensure that human resources are aligned with PTKIS principles. Participants experienced active involvement in a recruitment process that prioritizes Islamic values, and described how this influenced the identity and culture of the organization.
4	Regular Performance Appraisal and Evaluation	Regular performance appraisals and evaluations play a vital role in measuring HR achievements and providing constructive feedback. Participants described their experiences with regular performance appraisals and evaluations, and how this shaped their perceptions of their contributions to PTKIS.
5	Clear Career Planning and Rewards According to Contribution	Clear career planning and rewarding according to HR contribution are considered effective strategies to maintain and motivate HR in PTKIS. Participants described their experiences related to career planning, rewards, and incentives that affect their motivation and involvement in achieving organizational goals.
6	Implementation of Information Technology that Supports HR Management	The implementation of information technology usage was identified as an important factor in increasing the flexibility and efficiency of HR management in PTKIS. Participants shared their experiences related to the implementation of information technology and how this affected human resource management in PTKIS.
7	Involving HR in Organizational Decision Making and Policy	Involving human resources in decision-making and building their involvement in organizational policies are considered strategies that increase human resources' sense of ownership and commitment to PTKIS. Participants described how participation in decision-making and organizational policies influenced their involvement and commitment to the institution.

The table above reflects the meanings underlying factual experiences (textural description) and how subjects interpret and give meaning to these meanings (structural description) from a phenomenological perspective. In the phenomenological approach, the focus is on an in-depth understanding of the subject's experiences related to the research topic.

Human resource (HR) development in higher education is an important aspect in improving the quality of higher education. Steps that can be taken in developing human resources in higher education include planning, implementation, and evaluation that are integrated with institutional needs and global developments.

First, HR development planning must be carried out by considering the challenges faced by universities in the era of globalization. According to Asmadi, lecturers as the main key in higher education must be able to transform and disseminate science and technology through the tridharma of higher education (Asmadi, 2024). Therefore, it is important to formulate a sustainable and planned career development strategy for lecturers, as expressed by Nahariah, who emphasized the importance of lecturer development in order to meet continuously evolving quality standards (Nahariah, 2021).

Furthermore, the implementation of HR development programs must involve various elements, including effective management. Mesiono highlights the importance of adaptive leadership in dealing with rapid changes in the higher education environment (Mesiono, 2024). In this context, the implementation of a good HR management information system is also very necessary. Machmudi shows that the use of the COBIT framework can help in managing HR more effectively in higher education (Machmudi, 2021). In addition, training and continuing education for lecturers should also be a priority, as proposed by Yuniarti, who emphasized the importance of information technology in improving the performance of higher education (Yuniarti, 2023).

Evaluation is the final step in HR development, which aims to measure the effectiveness of the programs that have been implemented. Research by Wibisono et al. shows that appreciation for lecturers' performance can increase their motivation and productivity (Wibisono et al., 2019). In addition, evaluation must also consider feedback from students and other stakeholders to ensure that HR development is running according to expectations and needs (Harahap et al., 2021).

Overall, human resource development in higher education must be carried out holistically and sustainably, by involving all related parties and considering the dynamics that exist in the higher education environment. With planned and integrated steps, it is hoped that universities can produce quality graduates who are ready to compete at the national and international levels.

The results of this study conclude that improving the Governance of Private Islamic Religious Higher Education Institutions (PTKIS) through Human Resource Management involves a series of crucial strategies and practices to achieve the effectiveness and efficiency of HR management to support the vision and mission of PTKIS.

Conclusion

Improving the governance of Private Islamic Religious Higher Education Institutions (PTKIS) through effective human resource management is essential for enhancing institutional efficiency and achieving its vision and mission. Key strategies include HR needs analysis, strategic planning, selective recruitment aligned with Islamic values, performance evaluations, career development, and the integration of information technology to improve efficiency. Additionally, involving HR in decision-making fosters a stronger sense of ownership and commitment.

This research contributes conceptually by emphasizing the integration of religious values in HR management within Islamic educational institutions, enriching the understanding of faith-based organizational practices. Methodologically, it demonstrates the application of a phenomenological approach in studying PTKIS governance through HR management.

However, the study has limitations in terms of geographic scope and coverage of HR management aspects, making broader generalization challenging. Future research should expand to a national scale, explore specific HR management practices in-depth, and assess the impact of Islamic-inspired HR strategies on educational quality.

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