

STRATEGIC HUMAN RESOURCE MANAGEMENT: ENHANCING COMPETITIVE ADVANTAGE IN EDUCATIONAL INSTITUTIONS

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Abstract

This research aims to understand and analyze competitive advantage through the utilization of human resources to enhance competitiveness at MA Nurul Jadid Paiton Probolinggo. This study is based on the fact that madrasah (Islamic school) becomes the second alternative choice due to the incapacity of human resources or customers' doubts about the teachers' abilities in madrasah. Thus, this research focuses on how strategic human resource management nurtures competitive advantage in a pesantren-based madrasah. To reveal this, the researcher employs a qualitative approach with a case study design. In the process, data is collected through observation, in-depth interviews, and documentation. The data analysis technique used is the Miles and Huberman data analysis technique, which consists of data reduction, data display, and verification. This research generates findings that strategic human resource management in enhancing competitive advantage at MA Nurul Jadid is conducted in the form of; 1) formulation of HR policies and procedures; 2) development and training; 3) integrated performance management, and 4) periodic evaluation and adjustment.

Keywords : HR Management, Competitive Advantage

INTRODUCTION

Innovation in globalization is continuously advancing with the creation of supercomputers, artificial intelligence, robotics, and genetic modifications that have given rise to a drastically different life compared to the world of the past (Malik, 2019). In the development of the Indonesian nation, every effort is directed towards enhancing the quality of human resources, signifying that humans are at the center of national development and as an endeavor to increase competitiveness in the global market (Sandi Q, Syukri A, Us K, 2019).

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Improving the capabilities of human resources will have a significant impact on progress in social, political, economic, and technological aspects (Fudin, 2019). The current phenomenon in globalization has led to increased competition in various fields. Consequently, due to this competition, every institution is required to have appropriate and high-quality human resources to drive the success of education and be able to compete with other educational institutions. Human resources that can be utilized and maintained appropriately, continually functioning with consistent or improved quality, represent the most cutting-edge development (Halisa, 2020). Another phenomenon is viewing human resources as the capital or asset of an institution rather than just a resource (Rahmawati et al., 2023). However, the intense competition in education demands high-quality human resources striving to achieve high performance (Sunari & Mulyanti, 2023).

In previous research, it was revealed that human resource practices have a significant impact on competitive advantage (Elrehail et al., 2020). Therefore, all organizations must pay attention to human resource factors to enhance commitment to the organization and fully optimize the competencies they possess (Raharjo et al., 2023). This underscores the importance of effective and efficient human resource management in achieving sustained success and competitive advantage for any organization (Saeed & Yazdani, 2021). Effective human resource management needs to be considered in supporting the strategies that will be implemented to contribute to creating a competitive advantage in an organization (Darmadi, 2022). The optimization of human resource competencies is achieved through two factors: education and training for business practitioners (Muizu et al., 2021). Therefore, competitive advantage can be built through the application of modern learning patterns without diminishing the traditional patterns already established (Amadin, 2021). Additionally, competitive advantage can also be created through effective human resource management, considering the internal and external factors that the organization will face (Darmadi, 2022). Competitive advantage exists when an organization can provide the same benefits as competitors but at a lower cost (cost advantage) or offer benefits that exceed those of competing products (differentiation advantage) (Wen-Cheng et al., 2011). To achieve sustainable competitive advantage in developing countries, it is necessary to promote human development through intangible assets derived from education (McAndrews & Ha-Brookshire, 2022).

MA Nurul Jadid is an educational institution under the auspices of the Nurul Jadid Islamic boarding school, aiming to cultivate competitive advantage through strategic human

resources. As a private institution under the umbrella of the Islamic boarding school, MA Nurul Jadid must adhere to the regulations set by the Education Bureau of the Nurul Jadid Islamic Boarding School and the Ministry of Religious Affairs. However, MA Nurul Jadid has been able to achieve an A accreditation rating from the School Madrasah Accreditation Board (BANSM) since 2006 until now, as the government's role has a mutually supportive connection with all the main components.

In order to cultivate competitive values among MA Nurul Jadid students, a good strategy with full support from stakeholders in MA Nurul Jadid is crucial. In essence, competitive advantage can be achieved with support from any aspect. With strong support from all Madrasah human resources, the quality of MA Nurul Jadid will surpass that of other institutions.

Therefore, (Khan et al., 2022) argues that it is crucial for organizations or institutions to understand attractive methods and maintain the morale of skilled and competent human resources because the strength of a country is determined by its ability to utilize comparative and competitive advantages (Hidayati, 2022). An educational institution that has differentiation, uniqueness, and differences from other educational institutions is referred to as a superior educational institution (Rusydi Syadzili & Zulfas, 2022). According to Hermundsdottir & Aspelund, (2021) from a traditional perspective, sustainable innovation ultimately leads to a decrease in competitiveness. However, from a revisionist standpoint, Hermundsdottir & Aspelund argue that such innovation leads to increased competitiveness.

Thus, competitive advantage can be possessed by an organization if it is aware of environmental changes by continuously adapting and motivating strengths and opportunities (Sari & Ali, 2019). Therefore, the linear and positive influence of strategic human resources on the sustainability of "competitive advantage" will also have a positive effect on the development and commitment of human resources to the institution (Hamadamin & Atan, 2019). According to Owolabi & Adeosun, (2021) in any organization, human resources stand as a crucial asset for the success of an institution.

Michael Porter states that competitive value can be measured through products or services provided to buyers (Wijiharjono, 2021). If implemented in educational institutions, an institution must provide excellent services to appear more attractive than other institutions. Michael Porter also mentions that an institution can achieve high-value superiority when

consumers consistently view it as superior to other institutions (Taufik, 2020). Therefore, educational institutions must have uniqueness or something different from other institutions. Thus, human resource management becomes a crucial part of organizational management tasks (Fudin, 2019). expressed by Tiara Z, Supriyadi D, Martini N (2023) the better human resources are managed, the higher the likelihood of organizational success in the future. Porter also states that competitive advantage is an organization's ability to formulate strategies that position it advantageously relative to other companies (Nurul Azizah et al., 2022).

Human resource research has been extensively studied by researchers, including; Arief, (2021) who revealed that the implementation of human resource management in efforts to improve school quality has a positive impact on program achievement and the school's vision and mission. Furthermore, Sawaluddin & Rustandi, (2020) state that the implementation of human resource management includes the recruitment process, orientation, placement, and development of teachers and educational staff. Komarudin K Siregar D Zahruddin Z Maftuhah M, (2022) found that the application of strategic management can make educational institution management more sensitive to external threats. Utamy R Ahmad S Eddy S, (2020) found that there are inhibiting factors in the implementation of human resource management, such as the lack or not maximizing welfare sector, the clarity of career paths for potential teachers and employees, and quality assurance that still needs attention. The challenges faced in human resource planning are the mindset of educators in responding to training provided by the school.

Research on competitive advantage has also been extensively studied, such as; (Sanga & Wangdra, 2023) who argue that the quality and equality of education are crucial because through education, individuals can become highly competitive and quality-oriented individuals. (Amadin, 2021) highlighted that competitive advantage in education is realized through competitive graduates. To compete and create an organization with a competitive advantage, each institution is required to be ready to develop and adapt to environmental changes and is required to create creativity and innovation (Halisa, 2020).

Based on these previous studies, it can be understood that the utilization of human resources is crucial to improving the competitive advantage of an educational institution. Through optimal competitiveness, educational institutions are expected to excel in education and development. This is in line with MA Nurul Jadid, which is under the

auspices of Pondok Pesantren, so MA Nurul Jadid must continue to follow the determined flow by the Education Bureau and the Ministry of Religion. Therefore, the researcher is interested in analyzing the strategic human resource management owned by MA Nurul Jadid to achieve competitive advantage.

METHODS

This researcher employs a qualitative approach with a case study design aimed at understanding and analyzing strategic human resource management in enhancing competitive advantage. The focus of the case study is the specification of cases in an event, whether it involves individuals, cultural groups, or a snapshot of life. Thus, the case that becomes the focus of this research is the governance of human resources, including the head of the madrasah, the deputy head of the curriculum department, the madrasah committee, and teachers. In the process, informants are selected based on purposive sampling techniques followed by snowball sampling techniques. Therefore, informants are chosen by individuals with sufficient knowledge and experience related to the research because the purpose of this writing is directed at how high the competitiveness of the educational institution is towards competitive advantage.

The researcher acts as the key instrument responsible for collecting, processing, and analyzing data. Data collection is done through observation techniques, in-depth interviews, and documentation. Data collected through these processes are simultaneously analyzed using the data analysis techniques of Miles M, Huberman A, Saldana J, (2014), which include data condensation, data display, and verification. The validity of the data is checked through prolonged engagement, perseverance in observation, and triangulation.

RESULTS

The research findings in the field reveal that the enhancement of the strategic role of human resource management is realized through several strategies implemented by MA Nurul Jadid to improve its competitive advantage. Some of these activities include:

1. Formulation of Human Resources Policies and Procedures

MA Nurul Jadid focuses on establishing clear and effective policies and procedures related to human resources. As outlined in the vision and mission of MA Nurul

Jadid, which serves as a guide for the institution, these policies guide MA Nurul Jadid in the processes of recruitment, employee management, and other HR-related activities. By having well-defined policies, the institution aims to create a structured and efficient human resources framework.

2. Training and Development

MA Nurul Jadid emphasizes the importance of continuous learning and skill development for its staff. Through various training programs and developmental initiatives, the institution ensures that its employees stay updated with the latest knowledge and skills in their respective fields.

This activity aims to enhance the capabilities and competencies of the workforce. The tangible evidence of this is seen in MA Nurul Jadid students who have achieved success in several national-level competitions. As stated by Ustaz (Na'im, 2023), *"MA Nurul Jadid prioritizes the excellence of students over employees or teachers. However, MA Nurul Jadid also does not randomly select teachers because, in enhancing the excellence of students, the teachers must be highly competent to guide students and contribute to the success of the madrasah"*.

No	Juara	Jenis Lomba	Penyelenggara	Level
1	Juara 1	E-COME (Economic Competition)	Universitas Muhammadiyah Purworejo	Nasional
2	Juara 1	Pencak Silat Kelas Remaja A	Bali Internasional Championship - IPSI	Nasional
3	Juara 1	Pencak Silat Kelas Remaja B	Bali Internasional Championship - IPSI	Nasional
4	Juara 1	Pencak Silat Kelas Dewasa B	Bali Internasional Championship - IPSI	Nasional
5	Juara 2	Cipta Puisi	UM Teater Hitam Putih	Nasional
6	Juara 1	Poster	UM Teater Hitam Putih	Nasional
7	Juara 2	Taqdimul Qisshoh	UIN Khas Jember	Nasional
8	Juara 3	Banyuwangi Championship	Ikatan Pencak Silat Indonesia (IPSI)	Nasional
9	Juara 1	Banyuwangi Championship	Ikatan Pencak Silat Indonesia (IPSI)	Nasional
10	Juara 1	Banyuwangi Championship	Ikatan Pencak Silat Indonesia (IPSI)	Nasional
11	Harapan 1	Pencak Silat	Bali Internasional Championship 2 - IPSI	Nasional
12	Juara 3	Pencak Silat	Bali Internasional Championship 2 - IPSI	Nasional
13	Harapan 1	Pencak Silat	Bali Internasional Championship 2 - IPSI	Nasional
14	Juara 3	Musabaqoh Fahmil Qur'an (MFQ)	GBQ Universitas Brawijaya	Nasional
15	Juara 2	Musabaqoh Qiroatil Kutub (MQK)	GAZA UIN Maliki Malang	Nasional
16	Juara 2	Lomba MFQ UIN Khas Jember	UIN Khas Jember	Nasional
17	Juara 2	Puisi	Festifal Bulan Pendidikan Malang	Nasional
18	Juara 3	Hadroh	Festival Banjari ITB Widya Gama Lumajang	Nasional

Figure 1: Achievement of MA Nurul Jadid Students at the National Level

From the above figure, it can be understood that the training and development conducted by MA Nurul Jadid are highly competitive, as evidenced by their success in several national-level competitions.

Training and development efforts are not limited to MA Nurul Jadid students alone but also include teachers and staff. Ustaz (Na'im, 2023), the Vice Principal of Curriculum at MA Nurul Jadid, stated, "*Apart from addressing the specific needs of MA Nurul Jadid, there are also certain demands that must be adhered to, such as those from the Ministry of Religious Affairs (Kemenag) and the Foundation, particularly the education bureau. Here, MA Nurul Jadid employs a personnel model. However, in enhancing the quality of teachers, we organize various training sessions, including joint recitations with Ning and Lora*".

3. Integrated Performance Management

MA Nurul Jadid adopts an integrated approach to performance management, aligning individual and team goals with the overall objectives of the institution. The integration of learning with technology has a significant impact on student learning development.

The learning process at MA Nurul Jadid, as outlined in the institution's brochure, involves ICT (Information and Communication Technology)-based instruction in several classes. English is used as the language of instruction for Mathematics and Science, while Arabic is used for Religious subjects, especially in the Religious Program (Program Keagamaan or PK) classes. Students are encouraged to learn more independently by developing various learning models such as discussions, seminars, and practical sessions. Additionally, students are provided with internet access both in and outside the classrooms to retrieve information related to their subjects.

4. Periodic Evaluation and Adjustment

MA Nurul Jadid conducts periodic evaluations of its processes, strategies, and outcomes, which include assessing the effectiveness of HR practices, training programs, and performance management. Through these regular evaluations, MA Nurul Jadid identifies areas that need improvement and makes necessary adjustments to enhance the overall efficiency and competitiveness of the institution. As explained by Ustaz (Na'im, 2023), "*MA Nurul Jadid conducts monthly evaluations where we can accommodate teachers and staff to innovate further in realizing an excellent institution in line with the goals of MA Nurul Jadid's mission*".

DISCUSSION

The role of strategic human resource management becomes a key factor in management change to achieve competitive advantage. To realize this, Human Resource Managers (HR Managers) must be able to perform the strategic role of HRM and add value to the school so that competitive advantage can be attained (Suryaningtyas & Asna, n.d.). Human resource management is a program of activities to acquire human resources (Rugian et al., 2019). To obtain and maintain a competitive advantage, the organization must continually develop its knowledge, creativity, and innovation (Rihardi, 2021). Educational innovation, as an effort to change education, cannot stand alone but must involve all related elements within it (Srilaksmi & Indrayasa, 2020).

Penyusunan Kebijakan dan Prosedur SDM

To achieve optimal human resource meaningfulness, clear goal-oriented management is required (Nurmalasari & Karimah, 2020). Because the human resource planning process indicates the efforts, goals, policies, and direction that will be pursued by the educational institution (Akilah, 2019). In the formulation of this strategy, the human resources department is responsible for determining job qualifications. The results of formulating policies and compiling this data can enhance performance as well as the competitive advantage of the institution, thus serving as a recommendation for innovative strategies (Rofaida et al., 2020). Furthermore, in formulating, arranging, and establishing policy strategies, not only can it enhance competitive advantage but also simultaneously improve the comparative advantage of the educational institution (Wibisono et al., 2019).

The results of the formulation of policies and procedures by MA Nurul Jadid's HR department are reflected in the long-term (5 years) and short-term (1 year) vision, mission, and objectives displayed on the walls of MA Nurul Jadid. The policies created must mutually support between IMTAK (Faith and Piety), which is the values of belief, understanding, attitude, feelings, and behavior, and IPTEK (Science and Technology), which is a source where individuals can manage and use knowledge so that MA Nurul Jadid's students can have superior intellectual abilities in both academic and non-academic achievements, such as religious and moral values. This aligns with the vision and mission held by MA Nurul Jadid.

The vision of MA Nurul Jadid is: "Leading in shaping students with international standard IMTAQ and IPTEK." The indicators of the vision are: First, Excellence in intellectual

abilities. Second, Excellence in skills. Third, Excellence in academic achievements. Fourth, Excellence in religious activities and moral character. Fifth, Excellence in competing to continue education at the higher level both domestically and internationally.

The mission of MA Nurul Jadid is: First, Developing national and international curricula according to the needs of the times. Second, Implementing active, creative, and effective learning processes to develop students' intellectual and skill potentials. Fourth, Instilling motivation in religious activities and moral character. Fifth, Excelling in religious activities and moral character. Sixth, Developing academic potentials optimally according to talents and interests to achieve competitive academic achievements both nationally and internationally.

Through the management of professional educators and educational staff, the quality of MA Nurul Jadid will be enhanced, leading to the successful creation of human resources based on competitive excellence. In 2006, MA Nurul Jadid was recognized as one of the 4 (four) Senior High Schools (Madrasah Aliyah) in Indonesia that had been developed into a Pioneer School with International Standards (Rintisan Madrasah Berstandar Internasional - RMBI). This achievement enables graduates of MA Nurul Jadid to compete in the global market, and the produced outputs are capable of pursuing studies at high-quality universities both domestically and internationally. Finally, in 2009, Madrasah Aliyah Nurul Jadid once again obtained an A accreditation with a score of 97.

Policy is a tool used to achieve annual goals. Policies encompass guidelines, rules, and procedures created to support efforts in attaining the stated objectives (Ermaya, 2020). A policy that emerges from local excellence is education, which is subsequently organized after meeting National Education Standards and enriched with competitive advantages (Rummar, 2022). Therefore, the strict enforcement of school policies becomes a means to sharpen competitive advantages since schools are the primary icons of competitive excellence (Asbari et al., 2023). Meanwhile, competitive advantages can arise from outstanding generations or human resources because a quality school is reflected in the policies implemented by the school's principal in carrying out tasks, giving rise to new policies (Ananda et al., 2023).

Recruitment of educators and educational staff is conducted through interviews, and it is stated that all applicants, both for staff and teachers, must apply to the Bureau of Islamic Boarding School first because MA Nurul Jadid is an institution under the auspices of Nurul

Jadid Islamic Boarding School. The Bureau of Islamic Boarding School then sorts the applicants based on their diplomas and submits them to the educational institution that corresponds to their qualifications. The recruitment policy is formulated by the educational institution to ensure the selection of teachers with a strong Islamic education background who are also competent in the required field. This makes the educational institution the determining factor in whether the applicants are accepted. One of the efforts made by MA Nurul Jadid to communicate job vacancies is through the use of brochures and social media. The information is also conveyed to the school community, especially to the teachers.

The recruitment activities for educators and educational staff are conducted professionally by creating a human resources recruitment plan that prioritizes the recruitment of educators and educational staff (Yustinus Sanda et al., 2022). Competitive advantage can be achieved by MA Nurul Jadid through the enhancement of competitiveness. This allows the educational institution to compete and succeed, which is crucial for the progress of a nation since teachers are the forefront of education (Murtafiah, 2022). Agus R & Ummah, (2019) argue that through education and knowledge, an educational institution can produce graduates who are creative, skilled, capable of competing, and able to adapt to the advancements in information technology. The existence of Madrasah policies and a human resource structure that grows with excellence targets must align with National Education Standards and be enriched with competitive advantages (Rummar, 2022). In order for an educational institution to have guidelines and a policy direction to consistently build an institution with competitive excellence (Calam et al., 2020).

Training and development

Training and development for teachers to enhance the quality of education can be a primary step for MA Nurul Jadid. Well-trained teachers are capable of delivering higher-quality education to students. Therefore, MA Nurul Jadid frequently organizes training and competency development for both teachers and students to realize an educational institution with a competitive advantage.

MA Nurul Jadid actively promotes student participation in academic competitions through extracurricular activities. These activities not only build additional skills but also showcase outstanding achievements. Extracurricular activities are aimed at fostering an achievement-oriented spirit and creating an honest competitive culture. This encourages students to be

sportsmanlike in their pursuit of excellence and cultivates a spirit of competition among students to achieve accomplishments up to the provincial level (Luthviyani et al., 2019). Extracurricular activities seem to serve as a brand image for MA Nurul Jadid as they can enhance the bargaining position with prospective applicants. In top schools, extracurricular activities are even given top priority to elevate the school's prestige (Sasmito, 2021).

There are numerous extracurricular activities offered at MA Nurul Jadid, including journalism, scientific paper writing (Karya Tulis Ilmiah - KTI), futsal, basketball, graphic design, theater, Hadrah Al-Banjari, flag-raising team (Paskibra), badminton, table tennis, martial arts (Pencak Silat), culinary arts (Tata Boga), and batik making. Through these extracurricular activities, students at MA Nurul Jadid can enhance their talents. During these activities, students not only gain access to Wi-Fi or internet networks but are also provided with facilities to actively participate and develop their talents. MA Nurul Jadid offers various facilities for this purpose, including a Digital Library, Green House, physics laboratory, science laboratory, language laboratory, and computer laboratory. Furthermore, the professional development of teachers and staff involves their participation in competitions, both within and outside the Islamic boarding school.

Here are the steps in training and development for teachers and staff. MA Nurul Jadid conducts a specific activity for prospective participants in competitions, both in science and other subjects, aimed at improving the quality of Madrasah's human resources. MA Nurul Jadid can enhance its competitive advantage through the trust of the community. Through various training sessions organized for teachers and staff, MA Nurul Jadid hopes to accommodate the talents and interests of all students. Furthermore, to ensure that MA Nurul Jadid continues to operate according to regulations, the institution needs to pay attention to the provisions provided by the Ministry of Religious Affairs and the Bureau of Education.

Integrated Performance Management

Integrated performance management provides continuous feedback to help MA Nurul Jadid improve the performance of individuals, teams, and the organization as a whole. In this regard, all stakeholders, including parents, should understand the vision and mission of MA Nurul Jadid. Integrated data management is an approach to facilitate data management and enhance the performance of teachers and staff (Ramadan, 2020). MA Nurul Jadid integrates technology into its educational processes to enhance efficiency and effectiveness

in education. Training related to the use of modern technology is then incorporated into the strategy of MA Nurul Jadid. This ensures that the applied curriculum remains highly relevant to the needs and advancements of the times in education. This involves regular reviews and improvements to the curriculum.

The learning process at MA Nurul Jadid, as outlined in the MA Nurul Jadid brochure, is as follows: "Learning in several classes is conducted based on ICT (Information and Communication Technology) using English as the medium of instruction for Mathematics and Science subjects and Arabic for Religious subjects, especially in Religious Program classes (Program Keagamaan - PK). Students are encouraged to learn more independently by developing discussion and seminar-based learning models as well as practical exercises. Additionally, students are facilitated with internet access both in the classrooms and outside to access information, especially related to the course materials".

The results of the analysis obtained by researchers at MA Nurul Jadid are as follows: First, Quipper. In this regard, teachers and staff are trained to manage Quipper, ensuring that the learning process is not only monotonous through lecture methods but also involves utilizing Quipper. Quipper has a significant impact on classroom learning, making it more effective and efficient. Quipper School, being a free E-learning service for teachers, facilitates and saves time for teachers, especially in terms of assigning tasks, exercises, and even in-class exams for students (Alim & Hamid, 2020). Quipper has a significant impact on virtual learning as it can enhance the motivation and learning outcomes of students (Yanti et al., 2020). The presence of Quipper in Indonesia as a digital education platform is considered appropriate as a tool for teachers to reach students who belong to the digital generation (Suheri et al., 2020).

Secondly, PKB (Penguatan Karakter dan Budi Pekerti) is an activity that focuses on the development of students' character and ethics. Programs that emphasize positive values and ethics can help MA Nurul Jadid create an excellent educational environment. This activity places a strong emphasis on positive values and ethics, including activities such as reading the Qur'an and reciting study prayers before starting each learning session. The recitation of the Qur'an involves each homeroom teacher guiding the students in reciting one page of the Qur'an, and the study prayer is recited together. The research results indicate that this activity has a significant impact on the ethics and etiquette of students at MA Nurul Jadid.

The integration of character education with other subjects is an effective way to develop students' ethics and etiquette. In addition, integrating learning patterns with technology can enhance student motivation, making them more enthusiastic about learning, and also makes it easier for teachers in the teaching process.

Evaluation and Periodic Adjustment

The final stage in all activities is evaluation. Evaluation plays a very significant role in the success of an institution. The academic achievements of students can be assessed from the perspective or results of stakeholder analysis, including teaching staff, students, parents, and the school committee. The activities of evaluation and periodic adjustment are one way to improve the quality of the institution so that the educational institution can ensure improvement in the educational standards at MA Nurul Jadid and provide the best educational experience for students.

The research results indicate that MA Nurul Jadid holds discussions or meetings with educators and education staff, which are held in the teachers' room for men and conducted once per semester. This activity serves as an evaluation of all the results of activities throughout one semester and identifies the institution's needs.

In determining the success of the formulation and procedures of Human Resources, MA Nurul Jadid organizes activities held every semester to gather all new innovations from all elements of the institution, enabling MA Nurul Jadid to compete in the global market. However, MA Nurul Jadid has activities that serve the purpose of evaluation and identifying the institution's needs. The initial step involves planning the arrangement of how all components within MA Nurul Jadid work, understanding the vision and mission of MA Nurul Jadid.

Competitive advantage can be achieved in an educational institution through evaluation and adjustment. By conducting periodic evaluations of the learning process, areas for improvement can be identified, and adjustments can be made to enhance the competitive edge of the institution (Ikasari, 2023). Because periodic performance evaluations can assist organizations in tracking the progress of their strategies and making adjustments (Zamsiswaya et al., 2023). Timeliness in figures and the adjustment of human resources can minimize risks, leading to more effective benefits for the institution and providing a competitive edge (Priatama et al., 2019). Furthermore, to assess or evaluate the

competencies of students, periodic tests or exams can be conducted, allowing students to gain a competitive edge (Fadhli, 2020).

CONCLUSION

Human resource management is the embodiment of knowledge and art, and as such, a series of activities are created to manage human resources in an organization, with the aim of achieving effectiveness and efficiency. In this regard, MA Nurul Jadid implements several strategies to excel, namely: first, the formulation of human resources policies and procedures. With this formulation, MA Nurul Jadid can enhance the quality of its education, enabling it to compete more effectively in the global market. Second, development and training. In controlling quality, MA Nurul Jadid organizes various training and development programs that attract the interest and motivation of students. These students are then educated by innovative and creative teachers. Third, integrated management. MA Nurul Jadid integrates technology with the subjects taught, making it easier for teachers and staff to manage tasks, assignments, and more. Fourth, periodic evaluation and adjustment. Through evaluation, MA Nurul Jadid aims to refine its curriculum, ensuring that it meets educational standards.

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