



The Leadership of Personnel Management in Islamic Education: Emerging Insights from an Indonesian University

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Abstrak

Kepemimpinan merupakan salah satu hal yang sangat penting dalam manajemen pendidikan. Hal ini juga berlaku pada perguruan tinggi keislaman, khususnya dalam bidang manajemen personalianya. Penelitian ini bertujuan untuk menggambarkan kepemimpinan dalam manajemen personalia pada perguruan tinggi keagamaan Islam di Yogyakarta, Indonesia. Penelitian ini termasuk dalam jenis studi kasus kualitatif, dengan menggunakan wawancara mendalam dan observasi dalam proses pengumpulan datanya. Data yang diperoleh terlebih dulu divalidasi dengan triangulasi dan dianalisis secara deskriptif. Hasil penelitian ini menunjukkan bahwa keberhasilan suatu pendidikan tidak hanya dilihat dari manajemen kelas, kurikulum, peserta didik dan sebagainya, akan tetapi juga dilihat dari sistem kepemimpinan pada manajemen personalianya yang ikut berperan dalam keberhasilan proses pendidikan. Penelitian ini mempromosikan bahwa kepemimpinan dalam manajemen personalia di tingkat perguruan tinggi Islam memerlukan sistem kepemimpinan yang baik dan berdasarkan prinsip *siddiq*, *amanah*, *tabligh*, dan *fatonah*. Hal ini dapat dilakukan dengan melakukan pengadaan, pengembangan, promosi dan transfer, pemberhentian, kompensasi, dan evaluasi kinerja pegawai.

Kata Kunci: Gaya Kepemimpinan, Manajemen Personalia, Pendidikan Islam

Abstract

Leadership is one of crucial things in an education management. It also happens in Islamic higher education institutions, especially in the case of its personnel management. This study aims to describe the leadership style in a personnel management of an Islamic higher education institution in Yogyakarta, Indonesia. This study belongs to qualitative research by using interview and observation in collecting the data. The obtained data then validated by triangulation and descriptively analyzed to produce relevant interpretation of the data. This research comes into a conclusion that the education success is not only measured from the class management, curriculum, students and so on, but also its personnel management. This study

promotes that leadership in personnel management of Islamic higher Education needs good leadership style which based on the principle of siddiq, amanah, tabligh, and fathonah. It can be applied through recruitment, development, promotion and transfer, dismissal, compensation, as well as evaluation of employee performance.

Keywords: *Leadership Style, Personnel Management, Islamic Education*

INTRODUCTION

In this globalization era, challenges, new technologies, containing costs, emerging workplace issues and knowledge management encourage ideas and disciplines to evolve (Aikaterini, 2014: 17). The complex modern conditions of industrial enterprises are in need of an effective system of personnel management which focuses its attention on developing employees so that they become more valuable for the organization (Tiskevits, 2016: 28). The term “human resource management” (HRM) has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as “personnel administration”. HRM has changed in name various times throughout history. The change of name was mainly due to the change in social and economic activities throughout history. Industrial welfare was the first form of HRM (Noe, Hollenbeck, & Wright, (2014: 5).

However, personnel management research has mostly focused on other industries. Accordingly, agribusiness managers have little to rely on, when developing personnel policies and procedures (Bitsch, 2009: 10). The field’s broad mission has remained basically unchanged for many years: to contribute to organizational success, especially in educational institution, by assuring that the right numbers of the right people are in the right places at the right times doing the right things in the right ways, and feeling reasonably good about it all. Nonetheless, this fails to capture the true essence of the field of education, let alone the nuances and vagaries (Dyer & Burdick, 1998: 20).

Historically, the growth and the development of Islamic education in Indonesia is closely related to Islamic activities. Islamic education plays a role as mediator in which Islamic teachings can be socialized in various levels. Through this education, people can find out something they do not know before, from Islamic education institutions, starting from *madrasah ibtidaiyah* (Islamic primary school) and Islamic boarding schools to Islamic tertiary institutions (Mansir& Karim, 2020: 150). The

existence of Islamic educational institutions is greatly influenced by the people involved in these institutions. The *madrasa* has principal as he leader, while the boarding school is led by a *kiai* (religious leader). His position is very close to the lower classes of society in the villages. As a community leader, *kiai* has a community and a mass who is bound by close social relations and paternalistic cultural ties.

At Islamic higher education, there is what is called a rector/chancellor who leads the university, while the dean leads the faculty. Therefore, lots of problems faced by Islamic educational institutions create concern for observers of Islamic education, religious leaders, and others. That concern is the existence of competition between Islamic educational institutions and non-Islamic education and can make Islamic educational institutions lag behind other institutions (Mansir & Karim, 2020: 70). However, in line with government regulations on education in Indonesia, it certainly makes Islamic educational institutions compete and equal with non-Islamic educational institutions.

It occurs not only because of government, but also top leader and Islamic education institutions which have a breakthrough and good thinking so that Islamic educational institutions can exist in the midst of competition from existing educational institutions, (Purnomo, Mansir, & Tumin, 2020: 165). Therefore, an educational institution a leader (top leader) should have competences and insights about education management because the leader will be dealing with issues that are in direct contact with education management.

The present study argues that personnel management is a very urgent matter possessed by every leader because the progress and setbacks of the educational institutions they lead are in their hands. A leader who has a good personality will certainly renew the employees and will be emulated in every activity he does. Therefore, this qualitative case study highlights the empirical implementation of elements of personnel management situated at an Islamic university in Yogyakarta, Indonesia covering employee planning, employee procurement, employee coaching and development, promotion and transfer, termination of employees, compensation, and employee evaluation.

LEADERSHIP OF PERSONNEL MANAGEMENT IN ISLAMIC EDUCATION

Personnel management is that part of management concerned with people at work and with their relationships within an enterprise. The aim is to bring together and develop into an effective organization the men and women who make up an enterprise and, having regard for the well-being of the individual and of working groups, to enable them to make their best contribution to its success (Rea, 2010, 57). Moreover, personnel management is a process to organize staff members of an organization. There are reasons enterprises need to personnel management: to observation of working staff, to select of eligible and best persons according to need of organization, to provide the training for increase efficiency of staff members, to remove the problems of staff members, addressing employee situations in a respectful manner, and to develop work efficiency of human power(Ahammad, 2018: 413). Areas of personnel management are: organizational planning, recruitment and selection, induction and deployment, training, performance appraisal, promotion and financial reward, communication, motivation and human relation (Book, Gatling, & Kim, 2019: 382).

The functions of management can be understood as follow: planning means determining the personnel program which will help the achievement of the goals set for the company or educational institution. In similar vein, the determination process will involve active participation and full awareness of the personnel manager, with his expertise in the field of human resources (Asrar-ul-Haq & Kuchinke, 2016: 60). The organization is a tool to achieve goals; personnel managers form an organization by designing the structure of the relationship between work, personnel, and physical factors. When a series of actions have been determined, the organization must be arranged to implement them. The simple function of directing is to get employees to do what they want, and what they must do (giving orders). It shows that control is a managerial function that deals with organizing activities to fit the personnel plan that was previously formulated based on an analysis of the basic goals of the organization.

Operational function from personnel management is efforts to obtain the right type and amount of personnel needed to complete organizational goals. The things conducted in this connection are the determination of the human resources needed and their recruitment, selection, and placement. Determination of the required human resources must rely on the tasks listed in the pre-determined work design. In this stage,

an analysis of existing positions is needed to make a job description and also a job specification.

The development is skill improvement through training that is necessary for proper work performance. This activity is very important and continues to grow due to technological change, job reorganization, and increasingly complex management tasks. Employees who work in organizations or companies must master the work that becomes their duties and responsibilities. Thus, a briefing is needed so that existing employees can be more masterful and expert in their respective fields and improve existing performance. That way the process of developing and evaluating employees becomes very important starting and employees at both low and high levels.

If the function of personnel management is to obtain good quality of employee, it is logical that the last function is to cut off work relations and return these people to society. The organization is responsible for carrying out the process of termination of employment in accordance with specified requirements, and ensures that the returned citizens are in the best possible condition. The personnel function mainly pays attention to the development of highly motivated and smooth-functioning workforce. However, the personnel section plays a special role. The fact that personnel are the responsibility of one particular section or the whole organization makes the circular relationship between the personnel and other parts difficult (Strauss & Sayles, 2006: 13).

Employee or personnel especially teacher is the most important thing in Islamic education. The Islamic Education Process will not succeed well without the role of the teacher. Institutionally, the progress of an educational institution is more determined by the leader than by other parties. However, in the learning process, the teacher has the most decisive role beyond the method or material (Fadjar, 2005: 15).

Meanwhile, personnel management has certain goal oriented towards optimizing work systems and educational institutions. Thus, personnel management or educational staff aims to utilize the teaching staff effectively and efficiently in order to achieve optimal results, but by staying in a pleasant condition (Mulyasa, 2002: 37). Therefore, according to the authors, personnel management of Islamic education is a very important thing in order to maintain the quality of Islamic educational institutions. If a personnel management education institution is chaotic and damaged then the destruction of the educational institution will soon happen. However, if an Islamic

educational institution has a solid and qualified personnel management, it is a sign that the Islamic educational institution will experience a progressive better than before. Therefore, if we want to see good and quality educational institutions, it can be seen how a leader of an educational institution runs Islamic education management on the track that has been outlined and does not come out of predetermined points.

The leaders are profitable and also lonely. George Duncanson, for example, had held various positions and understood all the risks. As an apprentice engineer, he was just “one of the lackeys” who worked in the maintenance center and never dreamed of becoming a manager. At that time, he was around 30 before he finally made a number of decisions which later changed his life (Pegg, 2004: 41). Beside, good human resources, certainly the leadership in this case the chancellor has a large share so that all components can be fulfilled and achieved optimally. Thus, we can consider that a good leader will determine whether or not the quality of the Islamic education institution is particularly in implementing personnel management.

Furthermore, good leader can give rise to or attract leadership and groups. He works as a senior colleague for other members to complete tasks, build teams and meet individual needs. The ways to include this person are varied. But a leader who cannot take advantage of reasonable responses and others in all three areas of leadership do not deserve to be called leaders (Adair, 2004: 17). It must be admitted that there are no organizations without people so that managers must know how to motivate, lead and communicate, and they need to understand the relationships between individuals and the behavior of groups of people (Winardi, 2007: 42).

Furthermore, teacher management (teacher and personnel) has seven components that embrace (1) employee planning, (2) employee procurement, (3) employee development, (4) promotion and transfer, (5) employee dismissal, (6) compensation, and (7) employee evaluation. These seven components are carried out in an orderly, orderly and continuous manner so that they must go through the stages that have been determined. The initial stage becomes a prerequisite for the second stage, while the second stage becomes a prerequisite for the third stage and so on (Qamar, 2007: 19).

A leader of Islamic educational institutions, especially tertiary institutions, had a big role to play in the process to be achieved, and the fact that there have been several

Islamic tertiary institutions have led to what they have aspired so far. The urgency of changing IAIN to UIN at least that there are five reasons behind the need for conversion of IAIN to UIN as follows: First, there is a change in the type of education in Aliyah madrasas, if in the past *madrasah aliyah* was a religious school, then now Madrasah Aliyah has become a public school that has nuanced religion. Second, there is a dichotomy between the religious sciences and general sciences. Among these dichotomies can be overcome, among others, by the integration program between religious and general sciences by changing IAIN into UIN. Third, changes in IAIN to UIN provide wider opportunities for graduates to be able to enter wider employment. Fourth, the change of IAIN to UIN is needed in order to provide opportunities for IAIN graduates to carry out vertical mobility, namely the opportunity and role to enter a broader field of motion. Fifth, the change of IAIN into UIN is also in line with the demands of Muslims who in addition to requiring professional and high-quality education services also offer more choices (Nata, 2007: 15).

Employee Planning and Recruitment

Manager of Islamic education has to make employee planning to meet the needs of forward institutions and control or avoid mistakes recruitment. In planning, manager must consider the number of employees planned, what skills are needed, what level of education is needed, what kind of skills are needed and so forth. Thus, activities in personnel management are always carried out in accordance with planning. A good plan is a plan which can be implemented fully or at least close to all. Therefore, planning must be based on three dimensions, the past, present and future.

After conducting planning about employee, the next activity is the recruitment of employees who have several objectives. Gorton was quoted as saying by Ibrahim Bafadl, “the purpose of employee recruitment is to provide candidates who are truly good and most qualified for a position” (Qamar, 2007: 4). Procurement of employees or employees is closely related to the activities of labor withdrawal, selection and placement of workers in accordance with their fields of expertise. The withdrawal of labor is not only to find the number of workers but also to get the right labor for every type of work in the company. There are some definitions of recruitment based on some experts. It can be stated that recruitment is a series of activities seeking and attracting

job applicants with the motivation, ability, expertise and knowledge needed to cover the deficiencies identified in staffing planning. The implementation or activities of the initial organization with the aim of identifying and finding potential workers (Siagian, 2002: 16). Before organization can fulfill a job vacancy, the organization must look for people who not only qualify for the position, but also want the job.

It is worth mentioning that an organization will be able to fill vacancies faster with lower costs if recruitment resources are used optimally. The recruitment sources consist of external source and internal source. The former is recruiting workers from outside the company to occupy vacant positions. The latter refers to employees who will fill vacancies taken and within the company, i.e. by transferring or transferring employees who meet the job's occupational specifications. The transfer of employees is both vertical (promotion or demotion) and horizontal. If there are still employees who meet the job specifications, filling in the position is taken and in the company, especially for managerial positions. This is very important to provide promotional opportunities for the employees (Siagian, 2002: 15).

There are people whose potential and talents are to become followers and implementers. He will be able to become the best sales performer for example; but when promoted to supervisor or manager, performance and behavior can be bad; which results in the company losing twice: losing sales, and losing team cohesiveness. Thus, by understanding talent and the best position of individual, he/she can be placed in the right position. And with additional training and good leadership, he/she will be able to develop his potential to the optimal level and produce the best performance. Another problem which will arise with the filling of vacancies and insiders is the vacancy in the position or position left by the employee who gets the promotion. If the position left is also an important position, of course, it will affect the work of the company. Does the one who will replace have the potential and expertise in accordance with the position? This will cause the same problem.

Regarding the procurement of employees in this case the Islamic higher education, the recruited employees are still in the status of the contract which is in the Decree of the Faculty, then in the Decree of the Decree and the Chancellor, so there is still a mechanism for the procurement of employees that we must follow together. It can be considered that all authority belongs to the University, the Faculty can only

propose it, for example, currently there are around 25 employees/lecturers who have retired and none of them are replaced, it is all because there is a so-called Moratorium on Civil Servants from the center. It means that when there are employees/lecturers who retire, there will not always be someone who will replace, but there must be a rule that applies from the center. Meanwhile, Islamic tertiary institutions have not added employees/lecturers with civil servant status for a long time but only as contract employees.

Employee Training and Development

Employees owned by Islamic education institution both the status of public and private employees, must be given facilities for the process of training and development. Training is more oriented towards achieving minimum standards, which is directed to be able to do the job/task as well as possible and avoid violations. Meanwhile, the development is more oriented to the career development of the employees, including the efforts of managers to facilitate them in order to achieve higher positions or status. In this connection, a manager always strives to have professional employees, a typology of potential employees both in terms of education, experience, skills, and awareness (Alagaraja, Cumberland, & Choi, 2015: 5). This combination of potentials will form the personality of a professional employee. Professional employees certainly have expertise in accordance with the type of work for which they are responsible, know their work, realize their obligations, are skilled in carrying out their work, and are able to resolve difficulties related to the work at hand. Thus, the existence or presence of professional employees is the hope of all leaders (Qamar, 2007: 23).

The Institution always conducts the activity because it is considered very good and as a step to improve employee performance. One of the forms of coaching is to conduct workshops, training, seminars and academic meetings. Employee coaching is a strategic step so that employees can work optimally and effectively so that employees can determine which ones must be done faster and which ones must prioritized, this is all so that employee performance results can be as much as possible, and as a leader it is absolute. The Islamic tertiary institutions do not have the authority to carry out promotions and transfers, but the faculty is only entitled to propose to the university, and the university will determine that. Thus, the mechanism for the mutation process is

that each study program, department, faculty has the right to propose to the university, and then the university will knock on the hammer that this is the decision.

Promotion and Transfer

Promotion is a vertical change of position. It implies authority, responsibility, and income. Meanwhile, the transfer is the transfer of employees and a position to another position. This transfer is more horizontal so it does not have an impact on income. To obtain a promotion, an employee must fulfill the requirements related to career and seniority. Career requirements are related to employee achievements in their fields which show advantages compared to other employees, whereas seniority covers the length of work/years of service as well as the ability/competency in the field of duty (qualification) (Qamar, 2007).

Transfer has reasonable connotation, but sometimes it is negative. When it becomes a transfer and one position to another as a refresher to the organization, the meaning of the connotation is perfectly natural. However, if the transfer of position is due to a particular case, then the connotation seems to be a “disposal” step. This connotation becomes convincing if in a new position occupied is “drier” than the previous position. In an educational institution for example, sometimes we find there is an employee who is transferred to another area. There are some employees in the reality of our society being moved to another place because screaming with cases and issues related to politics such as the local election problem, by chance the regional head he/she nominated was not elected as the regional head, then the employee was deposed by the regional head who was not and (the color) of his group.

Employee Dismissal

There is a certain limit to dismiss employees. For civil servants/government employee, the dismissal can occur because of their own request, has reached the retirement age limit, there is a simplification of the organization, committing violations/criminal offenses, not physically/spiritually leaving the task, death and others. There is also a reality in our society that happens, namely a civil servant who makes a dismissal (early retirement) because he/she wants to join a political party that ultimately wants to run for a legislative candidate. Meanwhile, for private employees,

that reason can be easier to do because there are no boundaries and spaces that prevent it. The reason for dismissal also occurs due to many factors including the existence of an inharmonious relationship between the manager and the employee; especially if the issue is about cheating the process will be very fast. Another factor is usually because the educational institution/company is bankrupt and no longer has sufficient finances to be able to finance all existing employees.

There has been no dismissal in Islamic tertiary institutions. If it has, employees/lecturers who were lazy to carry out their obligations were only given a warning. The Islamic tertiary institutions, so it is not easy to terminate permanent employees, there are rules that have been set by the center. It is not the same if in a private university, the dismissal of employees can be a very quick and easy process, especially if the employee/lecturer has a problem with the leader of the institution. That is for private educational institutions, which have rights and authorities that are not so difficult to dismiss employees. So if a state agency that is laying off employees is not easy either, but there is a mechanism that must be undertaken originating from the center.

Compensation

Compensation is rewards which can be in the form of money and are given on an ongoing basis, e.g. salaries, benefits, housing facilities, vehicles and others. Compensation is one of the challenges that management must meet. The manager must be extra careful about this problem because it is very sensitive. The employees also have a lack of all-tendency and like to compare the welfare advantages given by other educational institutions. Meanwhile, in certain cases the lack of welfare in other institutions is never compared to the strengths in their own institutions. Compensation matters can be more complicated in private Islamic educational institutions because of the limited financial capacity they have. Meanwhile, in state Islamic education institutions, they are bound by formal rules of state financial administration such as the provision of holiday allowances.

Compensation in an institution, either in government institutions and educational institutions is very recognized, and are considered to be held because one way for employees to improve the quality of work is to provide compensation. Besides,

it is also to measure the extent of achievement that has been achieved by the employee, Especially in the Islamic tertiary institutions because the employee is also a lecturer, so to find out how the lecturers' performance in teaching, it is necessary to apply monetary compensation to employees/lecturers who are able to get rank 1, 2, and 3. And this did not only apply to employees but students could also be compensated for those who received the title of best student.

Appropriate compensation is very important and adjusted to the current labor market conditions in the external environment. Compensation that is not in accordance with existing conditions can cause problems later on or can cause harm to the organization/company. Protection also needs to be given to employees so that they can carry out their tasks calmly. Thus, the performance and contribution concerned can remain optimal time to time. Integration is effort to produce an appropriate reconciliation of the interests of individuals (individuals), communities and organizations. This definition rests on the basis of the belief which our society has significant overlapping interests. Maintenance is an attempt to perpetuate a workforce which has the will and is able to work. Maintaining a willingness to work is greatly influenced by communication with employees, physical (physical) employee conditions, and occupational health and safety.

Employee Appraisal

Assessment/appraisal for employees is important either for Islamic educational institutions or for the employees themselves. The assessment must be carried out transparently, objectively, and accurately. It is because the assessment should be based on individual achievements without added and subtracted. Assessment includes the scope of skills, abilities, skills, discipline, and so on. Employee assessment is also in order to increase the level of work discipline, employees who will get a good assessment and the leader will be more enthusiastic in carrying out their duties, and for employees who have not received an assessment will try hard so that they can also get a good measurement (Knies, Leisink, & Schoot, 2017: 7).

Employee assessment at the Islamic tertiary institution used the lecturer performance index. There were three points contained in the index, i.e. 1) the number of lecturers attending teaching, 2) the timeliness in submitting grades, 3) student

questionnaire. This index would later be assessed and then given an assessment. One form of assessment for lecturers was also called “Questionnaire student assessment of lecturers” in the form of a questionnaire, and students who would provide an assessment. Meanwhile, there was the so-called employee performance index but it has not been launched by Institution even though the draft already exists. If this kind of performance index was already running, it was very good because it would maximize the performance of the employees in the Islamic tertiary institutions. Additionally, employee assessment could also be conducted through post forums. This forum applied to lecturers who continued their education, so the lecturer would be asked to give a presentation to see the progress of his dissertation.

Training for Employee in Personnel Management

Improving employee empowerment can be conducted by increasing work discipline. The existence of work discipline becomes very important because only in a work environment full of company discipline can carry out the planned program. Work discipline will emphasize efforts to raise awareness and shape employee behavior to comply with the rules set by the company. Awareness and formation of these behaviors will form alignment between each employee's individual goals and company goals. This is very important to avoid conflicting goals and values shared by employees and the company and among employees themselves (Book, Gatling, & Kim, 2019: 380).

Enforcement of work discipline cannot be left to employees just because companies must have a pattern of disciplining their employees. The pattern of coaching can be in the form of an appropriate set of regulations, enforcing regulations by giving strict sanctions for violators and efforts to foster ongoing discipline. Continuous discipline development needs to be conducted to maintain the established work discipline and strive to continuously improve. Fostering work discipline can be carried out in a preventive and corrective way. Both methods are formulated into a basic framework for employee discipline that will be applied on an ongoing basis (Handoko, 2005: 10).

Preventive discipline guidance is by encouraging employees to comply with various rules applied in the company. This is intended to prevent violations of applicable regulations with the main objective of fostering discipline among employees.

Training in a corrective way is conducted to deal with further violations. Corrective guidance is often a form of punishment and is called disciplinary action. Guiding employees is done in a preventive and corrective way but sometimes inhumane. Managers immediately scold employees while making mistakes that sometimes sentences make employees feel humiliated or insulted. Even more inhumane if the employee is judged in front of other employees. Because this will make employees feel ashamed and depressed.

The giving of penalties or sanctions to employees who make mistakes must be in accordance with applicable regulations. It is good if the punishment given in accordance with the level of error committed by employees. Salary deductions and even layoffs are appropriate, but mistakes made by employees must be thoroughly reviewed (Gyensare, Arthur, Twumasi, & Agyapong, 2019: 11). The leadership technique applied in the human relations system in the company intends to invite employees to remain active, passionate and active in working, in order to achieve maximum results. Leaders are required to implement coaching and mobilization of employees based on the essence and dignity of humans as a whole, without leaving the achievement of maximum productivity and proper sacrifice.

CONCLUSION

The present study promotes that the success of education cannot be seen only from management of class, curriculum, students, but also personnel management plays a role in the success of an education, then personnel management is needed. Personnel management is planning, organizing, directing, and supervising activities, procurement, development and compensation, integrating, maintaining and releasing human resources in order to achieve various individual and organizational goals in society. In principle, personnel are people who carry out a task to achieve goals in this case at school are limited to the employee's title. Therefore, personnel in the school, of course, include the element of teacher called educative staff and the element of employee called administrative stages. In detail it can be mentioned that the entire school personnel are headmaster, teacher, administrative officer and school guard errand boy. Personnel management is very important in Islamic education institution because it is a benchmark so that Islamic educational institutions are able to exist and develop

progressively. Thus, they are able to compete with other educational institutions, and all of this is not only on one side but many sides and components must be active so that all can synergize optimally.

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