

Research Article

# Creativity And Innovation In Developing Human Resource Management In Islamic Schools

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## ABSTRACT

The objectives of this study are, among others: 1) to analyze strategies and steps of creativity and innovation in developing human resource management in Islamic schools; 2) to analyze the forms of creativity and innovation in developing human resource management in Islamic schools. This research uses a qualitative approach with a library research method. The data sources refer to primary sources from the research title, while secondary sources come from journals or previous studies. Data collection techniques use library research, and data analysis techniques use content analysis, consisting of stages of data analysis and data interpretation. The results of the study show, among others: 1) The strategies and steps include: a) teacher and staff competency development, b) utilization of technology, c) innovative curriculum and learning methods, d) collaboration and partnerships, e) school culture, f) evaluation and feedback, and g) mentoring. 2) The forms of creativity and innovation in developing human resource management in Islamic schools include: a) development of Islamic training programs, b) application of technology in HR management, c) development of reward and incentive programs, d) fostering an inclusive work culture, and e) development of employee welfare programs. The implication of this research is that Islamic educational institutions should continuously develop human resources through various forms of creativity and innovation. This study also serves as a reference or previous research for future studies.

**Keywords:** Creativity and Innovation; Human Resource Management; Islamic Schools

## 1. INTRODUCTION

Education is one of the main pillars in the development of a nation. As a continuous process, education not only functions to transfer knowledge and skills, but also to shape character, morals, and personality. Through education, individuals are expected to be able to think critically, creatively, and innovatively in facing various challenges in real life. Tan Malaka once mentioned that education has three main goals: to broaden horizons, refine feelings, and sharpen willpower. These three goals expressed by Tan Malaka align with the current aims of education, which are not only to shape intellectual intelligence, but also to form emotional and spiritual intelligence, making education an essential factor in the advancement of humanity (Halim, A. S. A. (2024). However, despite its very important role, education systems in various parts of the world, including Indonesia, still face a number of complex problems.

First, the issue of access and quality gaps. In many countries, including Indonesia, there are significant disparities between education in urban and rural areas. Schools in remote regions often lack adequate facilities such as proper classrooms, access to technology, and up-to-date textbooks. In addition, teaching quality is also a critical issue. Many teachers have not received sufficient training to cope with the ever-evolving curriculum and increasingly diverse student needs (Coulson, J. V. (2024). Second, the relevance of the curriculum to the needs of the workforce and technological development. An outdated curriculum can result in graduates being unprepared to enter a dynamic, technology-driven workforce. Furthermore, conventional and less interactive teaching methods often make students unmotivated to learn, which in turn affects participation rates and academic achievement (Philiyanti, F., Prasetyo, V. M., & Sari, L. P. (2021).

Third, management and bureaucratic problems in the education system also contribute to low efficiency and effectiveness in educational implementation. A bureaucratic and inflexible system often hinders innovation and creativity in the teaching and learning process. Therefore, comprehensive and sustainable efforts are needed to address these issues. Creativity and innovation in human resource management are among the efforts that can be

carried out, since it cannot be denied that the biggest challenges come from teachers and education staff in managing the learning system within educational institutions (Dwiyanto, A. (2021). Creativity and innovation in human resource management are crucial efforts to ensure quality education today. Effective and high-quality education requires optimal human resource (HR) management, particularly in the context of Islamic schools which face specific challenges and needs. Problems in education such as access disparities, teaching quality, curriculum relevance, and bureaucracy can be addressed through the application of creativity and innovation in HR development (Sakban, S., Nurmal, I., & Ridwan, R. B. (2019). Creativity and innovation enable schools to develop more adaptive and effective strategies in improving education quality.

Creativity and innovation in human resource management development are essential to creating an adaptive, effective, and sustainable educational environment. By implementing innovative strategies, Islamic schools can be more responsive to existing challenges and capable of providing high-quality, relevant, and inclusive education. These efforts will produce graduates who are not only knowledgeable but also have strong character and are prepared to face various challenges in the future (Afkari, S. G., Subekti, H. I., Suadun, J., Parida, P., Aziwanto, J., Maisah, M., & Jamrizal, J. 2022). To realize creativity and innovation, several achievement indicators are required, which will enhance human resource management and, in turn, impact educational institutions sustainably. These indicators include: 1) recruitment and selection strategies, 2) professional development and training, 3) use of technology, 4) organizational culture, 5) external collaboration, and 6) innovation in management and administration. These six indicators serve as benchmarks for achieving creativity and innovation in developing human resource management in Islamic educational institutions.

Islamic educational institutions are institutions that provide education by emphasizing the teaching of general knowledge alongside Islamic values and teachings. These institutions play an important role in shaping students' character and morals based on Islamic principles. Islamic education encompasses various levels, from primary, secondary, to higher education, with the main goal of producing individuals who are not only intellectually intelligent but also noble in character and strong in faith. However, the current challenge is that Islamic educational institutions have not yet maximized their impact in transforming students' character. The greatest issue lies in human resources. Therefore, this paper serves as a medium to explain the importance of creativity and innovation in the development of human resource management in Islamic schools.

## 2. RESEARCH METHOD

This research employs a library research method. The stages undertaken in this library research are: first, collecting research materials; second, reading library materials; third, taking research notes; and fourth, organizing research notes. Data sources refer to two types, namely primary data and secondary data. Primary data are those directly related to the research object, namely creativity and innovation in the development of human resource management in Islamic schools. Secondary data are obtained from books, journals, or references that support this research (Ismayani, I., Warisno, A., Anshori, A., & Andari, A. 2023). The data collection technique uses library research, while the data analysis technique uses content analysis, consisting of data analysis and data interpretation stages. The researcher will analyze both primary and secondary sources related to the research topic, which will then be presented to explain the research concept. An overview of the data analysis technique using content analysis is also provided:



Figure 2. Content Analysis Diagram

## 3. RESULTS AND DISCUSSION

The results and discussion of this study refer to three aspects, namely: the importance of creativity and its forms in developing human resource management in Islamic schools, the various forms of creativity in developing human resource management in Islamic schools, and the impact of developing human resource management on sustainable Islamic education.

- a. Strategies and Steps of Creativity and Innovation in the Development of Human Resource Management in Islamic Schools.

Human resource development requires high levels of creativity and innovation. Creativity and innovation guide educational institutions in realizing their vision and mission, derived from both national education goals and institutional objectives. To implement creativity and innovation, a human resource development strategy is needed. This strategy represents the implementation of existing ideas and concepts. It consists of concrete steps to achieve the objectives of this paper (Khoirudin, A., Khoiri, N., Fahreza, R. B., & Nisa, I. F. 2023). The strategies proposed by the author, along with their steps for human resource development in Islamic schools, include the following:

#### 1) Teacher and Staff Competency Development

A strategy that schools can implement is the development of teacher and staff competencies. Teachers and staff are the main human resources who carry out all the tasks in educational institutions teachers are responsible for educating future generations, while staff manage school administration. Therefore, it is crucial to enhance their skills (Deraman, D., Pabbajah, M., & Widyanti, R. N. 2022). The steps include:

- a) Creative Training and Workshops: Conducting training sessions and workshops focused on innovative teaching methods, educational technology, and interpersonal skills.
- b) Project-Based Learning: Implementing project-based learning for teachers to develop their ability to design and manage creative learning projects.

#### 2) Utilization of Technology

Utilizing technology is a modern strategy for developing teacher and staff skills. The growth of technology cannot be denied. A good school adapts to the times and does not fall behind. Therefore, teachers and staff must be technologically literate. As highlighted in conferences, technology should be a primary reference. Islamic schools must continue to adapt to technological developments. Teachers should be more creative than students in using technology, as they play a key role in shaping students' intelligence (Hartati, S., & Murtafiah, N. H. 2022). Steps include:

- a) Online Learning Platforms: Developing online learning platforms that allow teachers and staff to access educational resources, online courses, and discussion forums anytime.
- b) HR Management Applications: Using HR management applications or software to track performance, attendance, and professional development of teachers and staff.

#### 3) Innovative Curriculum and Learning Methods

The curriculum, as an educational guideline, must be of high quality. Many schools adapt their curricula to the changing times. As Islamic schools, the curriculum must still include Islamic values. A quality and well-structured curriculum leads teachers toward innovative teaching methods, encouraging creative and innovative teaching models (Mashar, A. 2019). Steps include:

- a) Integration of STEM with Islamic Values: Incorporating STEM education (Science, Technology, Engineering, and Mathematics) with Islamic values to create a comprehensive and relevant curriculum.
- b) Active Learning Methods: Encouraging the use of active learning methods such as group discussions, simulations, and case studies to improve student participation and understanding.

#### 4) Collaboration and Partnerships

It cannot be denied that educational institutions need cooperation with other institutions. This highlights the importance of partnerships. Such strategies help schools build cooperation with other schools and institutions (Mashar, A. 2019). Steps include:

- a) Partnerships with Other Educational Institutions: Establishing partnerships with schools, universities, and other educational institutions to share resources, best practices, and professional development programs.
- b) Collaboration with Industry: Building cooperation with industries to provide practical experiences for teachers and students through internships, industry visits, and mentoring programs.

#### 5) School Culture Development

This strategy aims to strengthen the internal environment of the school. A strong school culture originates from high-quality human resources, and strong human resources are shaped by a positive school culture (Andriani, W. 2022). Steps include:

- a) Culture of Innovation and Creativity: Building a school culture that encourages innovation and creativity through recognition and rewards for teachers' and staff's innovative initiatives.
- b) Staff Welfare Programs: Implementing welfare programs to improve the physical and mental well-being of teachers and staff, such as counseling, physical activities, and work-life balance initiatives.

#### 6) Continuous Evaluation and Feedback

Continuous evaluation and feedback are crucial strategies in human resource development (HRD) to improve teachers' performance and enhance the achievements of Islamic educational institutions. In HRD, continuous evaluation and feedback help assess program effectiveness, measure teachers' and staff progress, and identify further development needs. Additionally, they acknowledge and appreciate teachers' and staff efforts, boost confidence, and increase job satisfaction (Switri, E. 2022). Continuous evaluation also creates opportunities for open communication between supervisors and subordinates, improving awareness of organizational goals and vision. Steps include:

- a) 360-Degree Evaluation System: Implementing a 360-degree evaluation system involving feedback from supervisors, colleagues, and students to provide a comprehensive view of teacher and staff performance.
- b) Data-Based Assessment: Using data analytics to monitor and evaluate the effectiveness of HRD programs and make data-driven decisions.

#### 7) Career Development and Mentoring

Career development and mentoring are closely related concepts that improve teachers' performance and enhance institutional achievements. In career development, mentors play a crucial role in helping mentees build communication skills, overcome career barriers, and develop leadership abilities (Umam, M. R., & Hamami, T. 2023). Mentors also support mentees in improving technical and soft skills, providing empowerment and support for career growth. Steps include:

- a) Mentoring Programs: Developing mentoring programs where senior teachers guide junior teachers to improve their competence and professionalism.
- b) Career Development Pathways: Providing clear career development pathways with opportunities for qualification improvement, certification, and promotion.

#### b. Forms of Creativity and Innovation in the Development of Human Resource Management in Islamic Schools

In the context of developing human resource management (HRM) in Islamic schools, creativity and innovation can take various forms that support organizational growth, efficiency, and effectiveness. The following are several forms of creativity and innovation that can be applied in HRM development in Islamic schools:

- 1) Development of Islamic training programs: Islamic schools can design unique and innovative training programs that cover not only academic aspects but also Islamic values and ethics aligned with the school's vision and mission. For example, training programs for teachers may include instruction on teaching approaches rooted in Islamic values, innovative methods for teaching the Qur'an and Hadith, or training in educating students on morality and character based on Islamic teachings (Ritonga, A. K. 2022).
- 2) Application of technology in HRM: Islamic schools can leverage technology to enhance their HR management. For instance, using innovative HRM software can help with employee data administration, performance tracking, and staff information management more efficiently. Mobile applications or online platforms can also facilitate communication and collaboration between staff and management (Hartati, S., & Murtafiah, N. H. 2022).
- 3) Development of rewards and incentive programs: Islamic schools can create creative reward and incentive systems to motivate and appreciate high-performing staff. For example, beyond financial rewards, schools can provide non-material recognition such as public acknowledgment, value-based awards aligned with Islamic principles, or opportunities to take on additional leadership roles (Murtafiah, N. H. 2022).
- 4) Fostering an inclusive work culture: Creativity and innovation can also be applied in fostering an inclusive work culture grounded in Islamic values. This may include initiatives to improve teamwork, promote dialogue among staff, facilitate participation in decision-making, and create an environment that supports both professional and spiritual growth (Murtafiah, N. H. 2022).
- 5) Development of employee welfare programs: Islamic schools can create innovative employee welfare programs to enhance staff quality of life and strengthen their commitment to the institution. For example, welfare programs may include healthcare services, fitness programs, counseling and mental health support, or financial and retirement plans that reflect Islamic principles of staff care and well-being (Murtafiah, N. H. 2022).

An example of an Islamic school that demonstrates creativity and innovation in HRM development is Al-Hikmah Islamic School (Hartati, S., & Murtafiah, N. H. 2022). Some of their initiatives include:

- 6) Technology-based training programs: Al-Hikmah Islamic School has launched innovative technology-based training programs to facilitate continuous learning for staff. They developed an internal e-learning platform that provides access to high-quality training materials, interactive webinars, and other learning resources accessible

anytime and anywhere. This program not only expands training accessibility but also enables staff to learn independently at their own pace.

- 7) Digital reward system: The school has adopted an innovative digital reward system to recognize staff achievements and contributions. Through their internal platform, staff can give one another real-time recognition based on accomplishments or positive actions. This fosters a strong culture of appreciation and encourages collaboration and mutual support among staff.
- 8) Formation of an Innovation Team: The school has established an Innovation Team consisting of staff from different departments and levels. This team identifies opportunities for innovation and develops new solutions to improve school efficiency and effectiveness. They are responsible for generating new ideas in HRM, implementing new technologies, and formulating policies aligned with Islamic values and contemporary needs.
- 9) Holistic welfare programs: Al-Hikmah Islamic School has introduced a holistic welfare program covering physical, mental, and spiritual aspects of staff well-being. In addition to existing healthcare and fitness services, they provide mental counseling and spiritual support. This program aims to strengthen overall balance and holistic staff well-being, in line with Islamic teachings on maintaining health and happiness.

If Islamic schools in Indonesia continue to create and innovate in various forms, Islamic education will not only be competitive internally but also recognized globally.

#### 4. CONCLUSION

Based on the results and discussion, this study can be concluded as follows:

- a. The strategies and steps include: a) development of teacher and staff competencies, b) utilization of technology, c) innovative curriculum and learning methods, d) collaboration and partnerships, e) school culture, f) evaluation and feedback, and g) mentoring.
- b. The forms of creativity and innovation in the development of human resource management in Islamic schools include: 1) development of Islamic training programs, 2) application of technology in HR management, 3) development of reward and incentive programs, 4) fostering an inclusive work culture, and 5) development of employee welfare programs.

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