DEVELOPMENT OF HUMAN RESOURCES IN ISLAMIC EDUCATIONAL INSTITUTIONS

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Abstract: Human resources in educational institutions is a management sub-system that needs to receive the same attention as other management sub-systems, because it is the key to educational success. This research uses library research methods, with documentary data collection techniques and analysis using content analysis. The research results state that human resource development is an effort to develop quality through the process of planning education, training and managing personnel or employees to achieve optimal results. Islamic education will be affected, therefore Islamic education must be able to survive in order to be successful in 21st century competition. Human Resources Human Resources Development emphasizes increasing the ability to carry out future tasks. The development method consists of:*on the job, vestibule, demonstration and example, simulation, apprenticeship, dan classroom methods.* There are five strategies for Islamic education institutions in building Muslim human resources with superior characteristics: optimizing the role of Islamic education institutions, upgrading the competence of teachers and lecturers in educating and teaching, reviewing and developing competency and character-based curricula and reconstructing the learning environment and academic culture.

Keywords: human resource development, Islamic educational institutions

Abstrak: Sumber daya manusia dalam lembaga pendidikan merupakan salah satu sub sistem manajemen yang perlu mendapat perhatian yang sama dengan sub sistem manajemen yang lain, karena merupakan kunci keberhasilan pendidikan. Pada penelitian ini mengunakan metode penelitian kepustakaan, dengan teknik pengumpulan data dengan documenter dan analisis dengan analisis konten. Hasil penelitian menyatakan bahwa pengembangan sumber daya manusia adalah suatu upaya untuk mengembangkan kualitas melalui proses perencanaan pendidikan, pelatihan dan pengelolaan tenaga atau pegawai untuk mencapai suatu hasil optimal. Pendidikan Islam akan terkena pengaruhnya, oleh karena itu Pendidikan Islam harus bisa survive agar berjaya dalam kompetisi abad 21. SDM Pengembangan SDM menekankan pada peningkatan kemampuan melaksanakan tugas masa depan. Metode pengembangan terdiri: *on the job, vestibule, demonstration and example, simulation, apprenticeship, dan classroom methods.* Ada lima strategi lembaga pendidikan Islam dalam membangun SDM muslim yang berkatakter unggul: optimalisasi peran lembaga pendidikan Islam, mengupgrade kompetensi guru dan dosen dalam mendidik dan mengajar, mereview dan mengembangkan kurikulum berbasis kompetensi dan karakter dan merekonstruksi lingkungan belajar dan budaya akademik.

Kata kunci: pengembangan sumber daya manusia, lembaga pendidikan Islam

INTRODUCTION

Human resources in educational institutions is a management sub-system that needs to receive the same attention as other management sub-systems, because it is the key to educational success. Completeness of facilities and infrastructure, availability of funds, and support from various institutions and departments, do not provide a guarantee of achieving educational goals, if they are not supported by teaching and educational staff within the school/madrasah environment.

Based on data released by UNDP, the Human Development Index (IPM) or in other terms it is called the Human Development Index (HDI), in 2013 Indonesia was in 108th position out of 187 countries, with a value of 0.684. With the calculation of the HDI classification is as follows; 1) human development is very high, namely developed countries 0.900 – 1000; 2) high human development in developing countries 0.800 – 0.899; 3) middle human development in developing countries 0.500 – 0.799; 4) low human development 0.000 – 0.499. So Indonesia is included in the category of countries with medium human development developing countries[1].

The strategic effort that must be made to maximize the management of educational institutions is the management of human resources[2]. Every educational institution must need management, be it facilities and infrastructure management, curriculum management, learning management, financing management, and most importantly human resource management.[3]. Today's advances in science and technology require us to be able to compete in a healthy, sophisticated and open manner with all policy partners who will automatically demand expertise in human resource management.[4]. It has become a mandatory requirement for educational institutions if they want to survive in the era of disruption, so there is no other choice but to transform human resources.

Bearing in mind that the abilities of every human being are different, the process of developing human resources is definitely not an easy matter, that's why we often encounter in several training sessions, some of the participants are able to transform quickly, but not a

[1] Djamaluddin Perawironegoro, "Pengembangan Sumber Daya Manusia Di Lembaga Pendidikan Islam," *Jurnal Tajdidukasi* 8, no. 1 (2018).

[2] Moch Charis Hidayat And Aldo Redho Syam, "Urgensitas Perencanaan Strategis Dan Pengelolaan Sumber Daya Manusia Madrasah Era Revolusi Industri 4.0," *Al-Asasiyya: Journal Of Basic Education* 4, no. 1 (2020).

[3] Ramdanil Mubarok, "Manajemen Pembelajaran Santri Taman Pendidikan Al- Qur'an (Tpa) Darus Sakinah Sangatta Utara," *Al-Rabwah* 14, no. 2 (2020).

[4] Khoirunnisaa' Khoirunnisaa' and Binti Maunah, "Karakteristik Kepemimpinan Transformasional Di Lembaga Pendidikan Islam Tradisional Dan Modern," *MANAGERE : Indonesian Journal of Educational Management* 3, no. 2 (2021): 31–42, https://doi.org/10.52627/ijeam.v3i2.124.

few are stagnant. But like it or not, like it or not, if an educational institution wants to progress and develops and its human resources must be ready to carry out the transformation.

Research on HR development, the majority look at it from the management side, such as Muhammad Priyatna's research, namely that human resources are a very vital element in every organization, because human resource factors are very dominant in the organization's work process, so to achieve organizational goals it is necessary to develop resources. human activities carried out to improve employee performance, skills, behavior and knowledge. Besides that, the changes that occur with modernization both within the organization and outside the organization require the development of human resources, so that as an investment in the organization, human resources play an important role in the growth of a nation. For this reason, as the organization's main resource, full attention to human resources is a necessity, because dynamic environmental conditions, employee placement, do not always lead to success, environmental conditions that tend to change require organizations to continuously adjust and develop human resources according to organizational needs.[5]. Different from existing research. This research focuses more on HR development strategies in Islamic Education Institutions

METHOD

This research is a library research. This research data collection technique uses documentaries, both from books, journals and so on which are in accordance with the focus of this research. Library study research or literature study has several characteristics, namely[6]: Researchers deal directly with data rather than directly from the field, library data is generally a secondary source and not original first-hand data, library data is not limited by space and time. According to Amir, this opinion is correct, but not completely acceptable when viewed from the research objectives. Because in general the research objectives are[7]: While the data analysis technique uses content analysis. The discussion is about the development of human resources at the Islamic Education Board. From the display of several concepts, they are analyzed and compared to form a pattern to be concluded.

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[5] Pada Lembaga and Pendidikan Islam, "Edukasi Islami Jurnal Pendidikan Islam Vol . 05 , Januari 2016" 05 (2016): 1231–50.

[6] Amir Hamzah, *Metode Penelitian Kepustakaan* (Malang: Literasi Nusantara, 2009).

[7] Mestika Zed, *Metode Penelitian Kepustakaan* (Jakarta: Yayasan Obor Indonesia, 2008).

FINDING AND DISCUSSION

A. Definition and Essence of Human Resource Development

Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and managing personnel or employees to achieve optimal results. Armstrong stated: "Human resource development is related to the availability of learning opportunities and development, creating training programs which include planning, organizing and evaluating these programs." Mc Lagan and Suhadolnik said: Human resource development is the use of training and development, career development, and organizational development, which are integrated with each other, to increase individual and organizational effectiveness.[8]

HR management is unique, humans are the main source in running an organization/company/business, because humans function as actors, managers and implementers in the production process in business. The basic key in maintaining a business is how the people in the organization have the ability to work. Human resources have characteristics that are different from other resources, have unique characteristics, namely human characteristics that are different from one another, have a mindset that is not an inanimate object. This specificity is what causes the need for specific attention to this resource.

Managing humans is not as easy as managing inanimate objects that can be placed, arranged in such a way according to the will of the manager. Humans need to be treated as whole human beings in various ways so that each individual is willing and able to carry out work, rules and orders that exist within the organization without causing adverse impacts to the company or individuals as employees in the company. The person who manages is called the personnel manager/human resource manager. Human resources are the integrated abilities of the intellect and physical abilities possessed by individuals, their behavior and characteristics are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human

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[8] Mukhlison Effendi, "Pengembangan Sumber Daya Manusia Dalam Meningkatkan Citra Lembaga Di Lembaga Pendidikan Islam," *Southeast Asian Journal of Islamic Education Management* 2, no. 1 (2021).

resources are assets in all aspects of management, especially those concerning the existence of the organization[9]

From the definitions above, it can be said that HR development is all activities carried out by an organization to facilitate employees to have the knowledge, skills and/or attitudes needed to handle current or future work. The activities in question are not only educational and training aspects, but also involve career and organizational development aspects. In other words, human resource development is closely related to efforts to increase the knowledge, abilities and/or attitudes of organizational members as well as providing career paths that are supported by organizational flexibility in achieving organizational goals.

The era of globalization today and in the future will greatly influence the socio-cultural development of the Indonesian Muslim community, including Islamic education in particular. Islamic education will be directly affected, therefore Islamic education must be able to survive in order to be successful in the competition of the 21st century. Globalization does not just provide challenges but provides important opportunities including the economic sector which has a positive influence on the socio-economic life of the nation which in turn will encouraging increased intensity of religious life[10]. Everything will be realized with the development and mastery of science and technology which cannot be separated from the moral and ethical foundations. Therein lies the necessity and humanitarian responsibility for Indonesia to try

B. The Urgency of Human Resources Development

Human resources (HR) is the main asset of an organization, both business and non-profit organizations. The future and sustainability of an organization depends on the knowledge, skills and competencies of HR, as well as the synergy between HR as the driving force of the organization and the effective management of other resources within the organization. HR is the most complex asset to manage because of the uniqueness of individuals, differences in

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[9] dan Abdul Rahmat Benjamin Bukit, Tasman Malusa, *PENGEMBANGAN SUMBER DAYA MANUSIA, Teori, Dimensi Pengukuran, Dan Implementasi Dalam Organisasi* (Yogyakarta: Zahir Publishing, 2017).

[10] Azyumardi Azra, *Pendidikan Islam "Tradisi Dan Modernisasi Menuju Milenium Baru* (Jakarta: Logod Wacana Ilmu, 1999).

competencies, qualifications, expertise and background of HR who are part of an organization. Serious attention to human resources in an organization is increasing because the productivity of an organization is largely determined by the performance of its human resources[11].

For this, it is necessary to implement an HR development program. This human resource development program is not only the responsibility of the government, but of everyone who pays serious attention to development and improving the standard of living and improving the quality of human resources. In an article published in Psychology Today magazine, Dormen and Adidin (1989), presented a number of study results on how people are able to survive in life situations that are full of competition. The main factor that causes a person to be able to survive in such a life situation is the ability to adaptdemands of the situation at hand. This is very important, because the situation at hand, especially future situations, is full of changes that often cannot be predicted accurately. To be able to survive in a rapidly changing life, behavioral patterns are needed that are appropriate to the demands of the situation. For this reason, every member of society should learn to recognize and master such behavioral patterns, so that they are able to adapt and survive. The speed of change and intense competition are realities that cannot be avoided. This fact arises due to:

1. Changes in the economic field. This change is a direct impact of global changes in the trading system, such as free trade, AFTA and NAFTA, which can cause borders between countries to become blurred.

2. Changes in the field of science and technology (IPTEK). A nation's level of mastery of science and technology will determine that nation's economic progress. In order to be able to maintain stable economic growth, or even increase it, mastery of science and technology is required.

3. Changes in the socio-cultural field. Globalization in life caused by advances in communication technology causes changes in the social and cultural fields. This is because the flow of information that knows no boundaries gives rise to almost uncontrollable adoption of culture from outside.

4. The challenges caused by these changes require the ability to adapt to each

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[11] Amin Zuhairi Yasnimar Ilyas, "Pengembangan Sistem Penilaian Kinerja Sumber Daya Manusia Pada Institusi Pendidikan Tinggi Jarak Jauh," *Jurnal Pendidikan Terbuka Dan Jarak Jauh* 5, no. 1 (2004).

member of society. In this context, human resource development is intended to increase the ability to adapt so that in any changing situation that occurs, each individual can fulfill his basic needs. This can be achieved if the process is not only directed at increasing the degree of physical endurance (such as health) but also at increasing the degree of competency that allows them to survive in various situations and conditions that are always changing.[12].

5. The decision-making process occurs more quickly and precisely.

The development of educational human resources emphasizes the involvement of employees in carrying out operational activities and not just being ordered by managers.

1. Increase the morale of all workers in the organization with higher organizational commitment.

2. Encourage an open attitude in management through the application of a participative managerial style.

3. Facilitate the course of effective communication which in turn expedites the process of formulating organizational policies and their operationalization.

4. Functional conflict resolution whose impact is the growth of a sense of unity and family atmosphere among members of the organization[13]

C. Human Resource Development Methods

Development methods consist of training methods and education methods. Training Methods Training methods must be based on job needs depending on various factors, namely time, cost, number of participants, basic education level of participants, background of participants and so on.

Exercise methods according to Andrew F. Sikula:

1. *On the Job*, that is, trainees work directly on the spot to learn and imitate a job under the guidance of a supervisor.

2. *Vestibule*, is a training method that is carried out in classes or workshops that are usually held in an industry to introduce jobs to new employees and train them to do

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[12] Beny Kurniawan, "Pengembangan SDM Dalam Pendidikan Islam," *Jurnal Cakrawala: Studi Manajemen Pendidikan Islam Dan Studi Sosial* 4, no. 2 (2020).

[13] Muhammad Minan Zuhri, "Pengembangan Sumber Daya Guru Danaryawan Dalam Organisasi Pendidikan," *Quality* 2, no. 2 (2014).

the work.

3. *Demonstrations and examples* is a training method that is carried out by demonstrating and explaining how to do a job through examples or work being demonstrated.

4. *Simulation*, is a situation or event that is displayed as closely as possible to the actual situation but is only an imitation.

5. *Apprenticeship,* is a way to develop carpentry skills so that the employees concerned can learn all aspects of their work.

6. *Classroom methods*, is a method of meeting in class including lecture (teaching), conference (meeting), programmed instruction, case study method, role playing, discussion method, and seminar method[14]

D. Human Resource Development Development Strategy in Islamic Education Institutions

Indonesian people's awareness of the importance of internal education Increasing the quality of human resources to welcome a better future felt. One indication is the increase in the number of good educational institutions managed by the government and private parties. This includes institutions Islamic education such as schools/madrasas, Islamic boarding schools are even now emerging modification of schools/madrasahs with a boarding system called "boarding school". This rapid growth in quantity must also be accompanied by improving the quality of management so that all processes carried out have high effectiveness and efficiency and can produce output that is in accordance with community needs.[15]

In the world of education, supervision is more focused on quality control efforts starting from input, process and output. In Islamic education, supervision does not only measure and compare the processes and results achieved, but as a whole must be in accordance with the values in Islamic teachings[16]. There are 5 (five) strategies for Islamic educational institutions in developing Muslim human resources[17]:

1. Optimizing the role of Islamic educational institutions, from compulsory schools to

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[14] Andrew E. Sikula, *Manjemen Sumber Daya Manusia* (Bandung: Erlangga, 2011).

[15] Amiruddin Siahaan, "Strategi Pendidikan Islam Dalam Meningkatkan Kualitas Sumber Daya Manusia Indonesia.," *Al-Mufida* 1, no. 1 (2016): 1–20.

[16] Suhadi Suhadi, "Pengelolaan Lembaga Pendidikan Islam," *Madaniyah* 13, no. 1 (2023): 1–18, https://doi.org/10.58410/madaniyah.v13i1.594.

[17] Khairan Muhammad Arif, "Strategi Membangun SDM Yang Kompetitif, Berkarakter Dan Unggul Menghadapi Era Disrupsi," *Tahdzib Al-Akhlaq: Jurnal Pendidikan Islam* 4, no. 1 (2021).

universities as superior human resource industries. In the era of globalization and the Knowledge Society, or what we often call the global era and the learning society, educational institutions are the most reliable scientific commodity factories or industries. In the global era and the knowledge society, the world no longer relies on Natural Resource (SDA) commodities, in the form of oil, coal, agriculture and so on, but has turned to commodities of science, ideas, ideas, research results, theories and scientific findings. Natural Resources are currently only used as necessities of daily life while knowledge, skills, ideas, ideas, innovation and so on are things that really determine life and progress and determine the competitiveness of a nation in this era of disruption.

The Industrial Age 4.0 is none other than the era of industrial and technological development related to the speed of change in information, communication and technological innovation for products needed by the global world community, and this cannot be separated from the quality of human resources in a country or educational institution. Therefore, optimizing the role of educational institutions from elementary to high school (compulsory education) as well as universities, must be a serious concern for the government and educators. Because the quality of schools and universities really determines the quality of the output from the school or HEI. To realize this first strategy, we must carry out this second strategy, namely:

2. Upgrading the competence of teachers and lecturers in educating and teaching. In the concept of Islamic education and modern or conventional education, it is ensured that the teacher or lecturer is the main and most important element of an educational process. Because of the importance and noble position to the extent that the Prophet saw himself as the teacher of this people; "It's just that I was sent as a teacher" (HR. Ibnu Majah).

The quality of an education is definitely influenced dominantly by the quality of the teacher or lecturer, the better the quality of the teacher/lecturer, the better the quality of the educational institution. Therefore, a good educational institution is an educational institution that prioritizes the quality of teachers/lecturers rather than buildings, educational facilities and infrastructure. In Europe, America and other developed countries today, the locations and buildings of schools or campuses are not as large and luxurious as we imagine, my experience

when visiting several schools and colleges in these countries shows that their locations and buildings are no better than Indonesia. , but the quality of the output (output) greatly affects the world's human resources. One of the secrets is the quality of the teachers and lecturers.

First: Character and Cultural Competency[18]. Character as previously explained is the main capital and provision of a teacher/lecturer in educating and teaching. Religious Characters such as; Sincere only because of Allah, believe in Allah and the Last Day, humble (at-tawadhu), fearful and full of hope in Allah (al-khauf and ar-raja), as well as moral character such as; honest, polite, consistent (al-istiqomah), patient and disciplined (al-indhibat), as well as performance characteristics such as; High fighting spirit (al-mujahadah), diligent, hard working, brave, diligent, not easy to complain, professional and so on are the character competencies that have the highest value for a teacher/lecturer in carrying out their duties in education[19]. As for Cultural competence, competence in the form of positive habits that have become a culture or daily attitude that is firmly entrenched in the life of a teacher and lecturer. A culture of discipline, a culture of mutual respect, mutual cooperation (collaborative), actively providing solutions (solutive) and other superior work cultures from a teacher and lecturer will make their competence better and superior to others.

Second: Knowledge Competence about modern humans. A teacher and lecturer besides having strong knowledge related to the material they teach, they must also have competency knowledge about modern human psychology. Educational psychology is a science that studies the application of psychological principles in education. This competence provides the ability of a teacher and lecturer to understand the psychology of their students, their emotions, talents, interests and motivations, this knowledge also provides knowledge to teachers and lecturers that the students they teach are human beings or whole beings, mind, spirit, body and social. With knowledge a teacher knows how to deal with the types and personalities of his students[20]

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[18] Khairan Muhammad Arif, *Tantangan Guru Agama Abad 21, Proseding Seminar Nasional Pascasarjana UNY* (Yogyakarta: Program Pascasarjana UNY Jogjakarta, 2013).

[19] Khairan Muhammad Arif, *We Are The Champions, 10 Karakter Pemenang* (Yogyakarta: Pro- U Media, 2019).

[20] P. A. Prawira, *Psikologi Pendidikan Dalam Perspektif Baru* (Yogyakarta: Ar-Ruz Media., 2013).

Third: Competency in Mastering Modern Learning Technology, Media and Learning Resources. In the era of technology and industry 4.0, this competency is something that every teacher and lecturer must have in teaching and transferring knowledge. Don't let our pupils and students not be able to learn and gain knowledge in the current conditions, just because of the teacher's weak mastery. or lecturers regarding learning technology, mastery of media and modern learning resources. Learning media such as Zoom, Google meetings and clashroom as well as other learning media must be mastered by every teacher and lecturer in current online learning, so that the learning process continues in emergency conditions like today.

3. Reviewing and Developing Competency and Character Based Curriculum. This strategy is also very important in producing superior human resources, because the curriculum is an important pillar of education, in Islamic education the curriculum (manhaj) is referred to as one of the pillars of education, education will not be perfect without the curriculum. Therefore, if any educational institution wants to prepare superior and competitive human resources, with an honest, collaborative and solution character, it must have the courage to review or re-evaluate its educational and teaching curriculum. Evaluation focuses on curriculum objectives and targets, science and media content and learning methods which must be able to accommodate current developments, life challenges and community needs.

Curriculum development is also an activity that is necessary and needed by an educational institution, because students are children of the curriculum, they are products of the curriculum taught in schools and HEIs. Therefore, there cannot be a separation between the quality of the curriculum and the quality of the students. To produce human resources who are competitive, have character, are honest, work hard, are able to work together and have noble character, the curriculum must be designed to improve student competency and character, the programs and curriculum content are adapted to the demands of the era of disruption, the global era and the current learning society., so that it can produce superior and competitive human resources

Revitalizing the input and output processes of students at educational institutions. In education, input is students and students or prospective human resources who will be educated and fostered in an educational institution, so that

they become intelligent, pious and professional human beings, especially those with honest, hard-working, collaborative and noble character. Therefore a professional educational institution is one that has goals and a system for selecting students and students to be educated. The process is all activities that occur in educational institutions in the form of learning, learning, teaching and education itself. The process determines what kind of human being will be issued by an educational institution (Output), therefore a good and planned and targeted process forms the character of a solution-providing and collaborative HR that involves teachers,

Therefore, the revitalization or re-application and effectiveness of input, process and output in education must be a special concern for an educational institution to produce competitive and superior human resources and other positive characteristics.

4. Reconstructing the learning environment and academic culture. The final strategy is to reconstruct the learning environment and academic culture. The fourth pillar of education is creating a healthy and conducive learning environment and having a good academic and scientific culture

5. Representative. There are six environments that influence education and human character; Family environment, school environment, work environment, social environment, worship environment and media environment. The environment influences 75% of human character, the other 25% is knowledge and others according to experts. Therefore it is not easy to build human resources that are competitive and have positive, collaborative and solutive characteristics, if an environment and culture of learning and knowledge and a culture of mutual help (collaborative) are not created in an educational institution.[21]. The Prophet saw said: "A person depends on the religion of his friend, so someone should look at who he makes as a friend" (HR. Abu Daud and Tirmidhi)

The meaning of this hadith is that students educated by an educational institution are very dependent on the school environment and their social environment. Schools and HEIs are responsible for creating a conducive learning and educational environment when students are at school or on campus. Currently, the influence of social media and the internet is extraordinary in shaping knowledge

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[21] Arif, "Strategi Membangun SDM Yang Kompetitif, Berkarakter Dan Unggul Menghadapi Era Disrupsi."

and character, so it requires serious attention from educational institutions, especially Islamic education. It could be that the curriculum and educational staff have been well prepared, but neglecting to maintain a conducive learning environment and culture can be the cause of failure in developing human resources that are competitive and have a positive character.

CONCLUSION

Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and managing personnel or employees to achieve optimal results. The era of globalization today and in the future will greatly influence the socio-cultural development of the Indonesian Muslim community, including Islamic education in particular. Islamic education will be directly affected, therefore Islamic education must be able to survive in order to be successful in the competition of the 21st century. Human resources are the most complex assets to manage because of the uniqueness of individuals, differences in competencies, qualifications, skills and backgrounds of human resources who are part of an organization. . Serious attention to HR in an organization is increasing because the productivity of an organization is largely determined by the performance of its HR. Human resource development emphasizes increasing the ability to carry out new tasks in the future. Development methods consist of: On the Job, Vestibule, Demonstration and example, Simulation, Apprenticeship, and Classroom methods. There are five strategies for Islamic education institutions in building Muslim human resources with excellent character: optimizing the role of Islamic education institutions, upgrading the competence of teachers and lecturers in educating and teaching, reviewing and developing competency and character-based curricula and reconstructing the learning environment and academic culture. Human resource development emphasizes increasing the ability to carry out new tasks in the future. Development methods consist of: On the Job, Vestibule, Demonstration and example, Simulation, Apprenticeship, and Classroom methods. There are five strategies for Islamic education institutions in building Muslim human resources with excellent character: optimizing the role of Islamic education institutions, upgrading the competence of teachers and lecturers in educating and teaching, reviewing and developing competency and character-based curricula and reconstructing the learning environment and academic culture. Human resource development emphasizes

increasing the ability to carry out new tasks in the future. The development method consists of: On the Job, Vestibule, Demonstration and example, Simulation, Apprenticeship, and Classroom methods. There are five strategies for Islamic education institutions in building Muslim human resources with excellent character: optimizing the role of Islamic education institutions, upgrading the competence of teachers and lecturers in educating and teaching, reviewing and developing competency and character-based curricula and reconstructing the learning environment and academic culture.

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