



Human Resource Development In The Pandemic Era: A Multy-Case Study at Islamic Private Elementary Schools in Central Java, Indonesia

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ABSTRACT

The pandemic period that shook organizational stability was also able to inspire managers to develop human resource competencies. This article aims to analyse how private school managers at Central Java, Indonesia take advantage during the pandemic to develop human resource competencies. The approach used is qualitative phenomenology. Data were collected through observation, interviews with informants and also from references. The results indicate that school principals of the Islamic Private Schools can take advantage of the pandemic period to provide education and training, especially in ICT and redesigning teaching preparations. Besides that, it can also change the mindset of employees to adapt alterations and have high motivation at work, but still adhere to health protocols. This may be difficult when the training is carried out under normal conditions. The valuable lesson from this study is how school principals can perform human resource development in a fully-risked condition of pandemic.

Key Words: Human Resources Development, Pandemic Era, Islamic Private Elementary Schools

Introduction

Today, the entire world community is shocked by a virus pandemic called Covid-19 (WHO, 2020). In fact, the spread of this virus is the cause of the highest mortality rate in various parts of the world. It infects the respiratory system. To overcome this crisis, various regulations were issued by the government to break the chain of the spread of the Covid-19 virus. One of the efforts made by the government is to appeal to the public to practice physical distancing (Shaw, 2020) and (Zhou, 2020). namely conjuration to keep distance between people, stay away from activities in all forms of crowds, associations, and avoid gatherings that involve many people.

Covid-19 is currently to be the hugest universal health challenge. This is due to the very fast spread and change of shape of the virus (mutation), which has implications for uncertainty, complexity, and confusion in an organization. This pandemic era has also created new challenges for organizations. These include maintaining business continuity, low employee motivation, working from home, termination of employment, and increasing unemployment or jobless (Nangia & Mohsin, 2020) (Yoosefi, 2021) (Abbas & R. Mubeen, 2021). Meanwhile, personnel is one of the main factors in the formation, development, and implementation of operations in every organization (Aitken-Fox E. C., 2020).

Effective employee performance and interaction will affect the level of organizational efficiency, which can in turn increase productivity, sales growth, and profits and reduce employee turnover (Risley, 2020), (Sikora, 2014). On the other hand, the safety, health, and welfare of employees are, during this pandemic crisis, to be the main consideration in organizational decision making. Therefore, human resource managers are always

required to be creative and look for innovative and brilliant ways to ensure the safety and health of their employees (Chanana & Sangeeta, 2020) and also help employees to create new alternative management strategies (Abbasi & Ziapour, 2018).

In this intense global competition era, human resources are considered as one of the most important factors and play a major role in maintaining organizational sustainability, credibility and creating public trust. Emphasis on human resources as valuable capital in organizations reflects greater attention to intangible resources. Becker states that investment in human resources aims to gain organizational benefits both in the long and short term (Becker, 2001). With improved skills and abilities, employees will always be motivated to continue learning and build a superior business environment (Rowley & Jackson, 2012).

Human resources have a strategic position and contribute to realizing the company's organizational performance which is used as a driver of other resources to create a competitive and profitable organizational advantage (Wright, 2005) (Paulus & Anantharaman, 2003). Therefore, every organization is advised to optimize employee performance by conducting training and development programs as well as developing an organizational culture in order to make an optimal contribution (Hasibuan, 2007) and (Dressler, 2003).

The human resource development is also experienced by school organization, especially in facing the Pandemic. The important skills which should be increased are ICT mastering, new strategies teaching in pandemic, and also the media of teaching. HRM practitioners must also equip managers with skills related to virtual supervision management, find out solutions to problems faced, and ensure the quality of team performance remotely (Hamauche, 2020). In fact, organizations or school managers are generally not sufficiently prepared to deal with crises when they occur (Wang, 2009).

In line with that, the research will analyse how the private Islamic elementary schools develop teachers' skill in ICT mastery and redesign the teaching learning preparation due to pandemic. The computer applications trained to the teachers are related to virtual teaching, like zoom meeting, google meet, google classroom etc. which are not accustomed before. Because, they always use, before pandemic, off-line approach or face-to-face when they deliver teaching to the students.

Literature Review

Watkins defines human resource development as a study that discusses organizational obligations to help increase the capacity of individuals, groups, and organizations in a relatively long period of time (Watkins K. , 1993). In addition, human resource development aims to overcome the obstacles faced by the group and foster a culture of continuous learning. This definition is relevant to the human capital theory presented by Schultz that knowledge and skills acquired during education and training have a positive impact on the organization (Schultz, 1993); (Khayinga & Muathe, 2018). Seleim argues that human capital has a positive correlation with organizational performance. Because, human resources have five main benefits, namely: 1) flexibility and adaptability; 2) individual improvement; 3) competence; 4) organizational competency development; and 5) individual work (Seleim & et.al, 2007).

Human resource development has a significant impact on increasing the ability of employees to carry out their duties in achieving organizational goals. Meanwhile, organizational performance is used as an indicator of success and organizational capacity to achieve goals independently and efficiently (Huselid, 1997); (Robert & Jackson, 2002). The behavior and abilities of the organization members are formed through training and self-development programs in creating the ability to carry out tasks effectively (Kasmir, 2016).

The training needed and carried out must be relevant to life which is constantly changing and evolving. There are several factors that cause these changes, including natural factors, human growth, disasters and products of human creativity. Meanwhile, career development is a learning process which aims to optimize performance and takes place on an ongoing basis. Mangkunegara said that career development is an activity carried out by human resource development to plan the future careers of employees in the company so that they have better synergy (Mangkunegara, 2007). From the above opinion, the authors conclude that career development activities aim to improve the employees' competence.

Human Resources in the Pandemic

As we know, the outbreak of COVID-19 has caused various shocks, such as; economic, behavioural, and social changes, a new order of life in society and even religious rituals. And, when this pandemic still shows no signs of ending, human resource managers must be able to create flexible strategies, make optimal use of ICT in their work, ensure staff safety, motivate employees through intensive communication and continuously use creative methods (AM, 2020).. Due to the shock, all institutions, both government and private, swiftly took an active role in preventing COVID-19. This is because the safety and health of employees is a very important factor in ensuring the sustainability and performance of the organization (Wu & Su, 2020), (M. Nangia, 2020).

With these complex demands, organizations must use creative human resource management and ensure the safety of employees' lives. With this model, organizational managers must be able to carry out management functions well, starting from recruitment, increasing employee competence, motivating staff, monitoring, promoting, transferring, maintaining organizational performance, developing professionalism, and growing IT culture (Davidescu, 2020); (Coombs, 2020). In addition, HR managers must flexibly organize the institutions. To implement organizational management pliability should meet four principles; the ability to make decisions

on problems which do not have any argument yet, making breakthroughs in organizational development, applying the "do it yourself" jargon and optimize available resources to achieve organizational goals (Madero Gomez, 2020).

Studies related to management flexibility and their effect on employee performance, motivation and satisfaction have been studied by several researchers, including; (Orpen, 1981) (Alhalboosi, 2018), (Raelin, 2021), (Rupali Avora, 2022), and (Adam, Khazaka, & Charikhi, 2020). They held research in public corporation and they have almost the same conclusion that flexible management has a very strong influence on employee performance and motivation. Meanwhile, in the work from home variable, it was, according to Adam, found that there were several advantages and disadvantages.

The advantages of working from home are: 1) creating a sense of belonging to the organization, 2) being able to balance personal and work life, 3) reducing work stress levels in the office, 4) reducing commuting time, 5) making organizational work more flexible, and 6) comply with health protocols with social distancing. Meanwhile, the weaknesses of working from home are, 1) being isolated from social life, 2) requiring new management, 3) mixing personal life with office matters, 4) having a room as an office at home, and 5) needing management skills and IT mastery.

Bienkowska argues that in the current pandemic conditions there are at least three very urgent components in creating a safe and secure situation in maintaining organizational sustainability (Bienkowska & Zablocka-Kuczka, 2020), (Carnevale & Hatak, 2020). They are human resources, information technology, and integrative management. The reliability of human resources in an organization is closely related to the ability to anticipate and detect potential risks that may arise, minimize disruptions in IT system-based performance, seek alternative problem solving, and always learn from experience. These reliable human resources can increase work motivation, job satisfaction, values and commitment to the organization, and improve interpersonal relationship patterns (Abbas & Wang, 2021).

Concerning to education during the covid-19 era, Luthra & Mackenzi offer four new paradigms in educating the younger generation, namely 1) the education process around the world is interconnected; 2) redefinition of the role of education; 3) priority of future life skills; and 4) the domination of technology role in education (Luthra & Mackenzi, 2020). In other words, this pandemic period has made people aware that education around the world requires strong connectivity, cannot stand alone, and is a shared responsibility. As a consequence, education worldwide must change the conventional face-to-face learning pattern to distance learning based on applications (Afriansyah, 2020).

Therefore, teachers are required to improve life skills, to innovate, and to adapt technology and information. The life and learning skills of professional teachers cannot be separated from the ability to use various technological media in learning. This is a positive side of Covid-19, namely the acceleration of educational transformation (Tam, 2020)

Method

Research Approach

This study uses a phenomenological qualitative approach with a multi-case study design. The author uses the constant comparative method (Bogdan & Biklen, 1982) which is a multi-data source research design. This approach was then followed by in-depth interview, rich, detailed and thick related descriptions, then come into meaningful descriptions. (Munhall, 2001)

Research Setting

The research location was limited into two Islamic private elementary schools, namely Madrasah Ibtidaiyah Ma'arif 1 Pageraji and Muhammadiyah Elementary School 01 Purwokerto. The choice of these two Islamic school institutions as the background for the research was based on the following considerations: (1) these two educational institutions are schools/madrasahs that are currently developing quite rapidly with a number of students above 350 students. (2) these two educational institutions are both under the largest Islamic organizations in Indonesia, namely Nahdlatul Ulama, and Muhammadiyah. and (3) these two institutions have programmed HR development management. But, they never thought of developing human resources mastery in ICT to be a priority before the pandemic come. It was because all organization run well by face-to-face interaction. Due to the pandemic which obligated virtual teaching and learning, the HR development utilized the opportunities and focused on ICT and redesigning teaching preparation by inhouse training method.

Research Informants

The target informants of the research included full and part-time employee from two privates of Islamic school, Madrasah Ibtidaiyah Ma'arif Pageraji and Private Basic School of Muhammadiyah 01 Purwokerto, in various position during three months, June-August 2019. The informants consisted of school principals, vice principal of HRD department, full-time and part time teachers, employees, and the heads of foundation.

Data Collection Methods

Researcher used three techniques in collecting data, namely; in-depth interviews, observation, and study of documents. In-depth interview is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation (Boyce & Neale, 2006). Data collection was carried out in three months, June-August 2021. The observation technique is used to collect data and to deal with various issues, such as potential deceit from interviewees, impression management, and potential alienation of the researcher in an unfamiliar environment. (Hammersley, 2019)

Triangulation Data

Triangulation is one of the techniques used by researcher to explore and perform qualitative data analysis techniques. It combines various data collection techniques and data sources in a study (Creswell, 1998), (Moleong, 2010). The purpose of the researcher using triangulation was to collect data and to test the credibility of a data through various data collection techniques and data sources. The use of triangulation was to track the dissimilarity between the data obtained from one informant and another. In this case, the researcher used two techniques, triangulation of methods and sources. Triangulation method is a technique that combines free and structured interviews, interviews and observations to check. Meanwhile, triangulation of sources is researcher attempt to explore the truth of certain information by using various data sources such as documents, archives, interviews, observations or also by interviewing more than one subject who is considered to have a different point of view. This technique is used to guarantee that the data obtained have high validity (Denzin, 1994)

Data Analysis

Considering this study belonged to a multi-case study, the data analysis was carried out in two stages, namely individual case analysis consisting of data reduction, data presentation and verification/drawing conclusions, and cross-case analysis conducted by comparing the conclusions obtained from individual case which subsequently became the research findings. Based on interviews followed by transcription, the researcher engaged the data set for in-depth knowledge, then continued during the data analysis step. The next important step taken by the researcher was how to analyse and organize qualitative data into codes, or labels, systematically to express information gathered in the research. While writing up of the report, the researcher did analytical descriptive to make relation between the results of research and strengthen the validity of the interpretations. (Clarke, 2015)

Result And Discussion

The spread of the Covid-19 virus has negative and broad impact in all aspects of human life. But, pandemic has also a positive influence on the development of resources in Islamic educational institutions. The shift includes conceptual as well as practical problems. On the other hand, COVID-19 raises awareness about the lack of mastery of teachers and administration of information and technology needed for online learning.

In relation to the implementation of distance learning, the human resources, the teachers at MI Ma'arif Pageraji and SD Muhammadiyah 01, face several problems. First, teachers do not master technological developments or technologically backward yet, especially teachers of the baby boomer generation (born in the range < 1960). Second, access to technology such as networks, tools, and even quotas of internet is not fulfilled properly. Third, not all teachers and employees are able to operate the online learning system quickly, including preparing learning materials digitally. Fourth, the digital mindset behavior possessed by teachers is still low.

In the context of human resource development, new technological discoveries can be utilized by managers or school principals to make an analysis of employee needs, recruitment, and planning for competency improvement during the pandemic. Understanding this opportunity has a very strategic value for managers to maintain the sustainability of the organization. Therefore, the application of flexible management becomes a necessity so that the organization can overcome the threats faced. This unpredictable situation also requires organizations to redesign work management, namely from a conventional work model to a more flexible hybrid work model (Ngoc Su, 2021).

Training and Career Development

During the COVID-19 pandemic, education and training had a very strategic role not only in developing human resources (Devyania R. D., 2020), (Akkermans, 2020) especially in mastering and utilizing ICT which could help them to communicate with school principals, fellow students, teachers and parents remotely, but it is also useful for raising awareness of the dangers of virus spreading and always maintaining physical and spiritual health (Greer & Payne, 2014). In addition, this training is also expected to enable employees to adapt to the new distance economy (Przytula & Krysińska-Kościańska, 2020).

Education and training carried out by Islamic educational institutions have also been adapted to the pandemic conditions; namely always complying with health protocols, implementing physical and social distancing, and using appropriate training methods so that the training does not interfere with the performance of the

institution. On the other hand, school principals must also understand virtual supervision management, (Aitken-Fox & Tian, 2020) maintaining virtual team cohesiveness, finding solutions to distance learning difficulties encountered, so that the success of school programs can be achieved optimally (Hamouche, 2020). To implement this strategy, principals can use guidelines issued by the government and WHO. Therefore, the most important challenge is how managers are able to identify employees who are at high risk and ensure a sterile workplace.

Training Design Used

The training design process carried out by these two Islamic educational institutions has similarities, namely referring to a systematic, holistic, structured approach, available outlines, and systematic training activities (Gagnon & Collay, 2005). In addition, the training conducted by these two schools has also taken into account organizational, work, and individual aspects. In line with this context, the head of SD Muhammadiyah 01, Sri Partiyah, said that the training design was an implementation of a human resource development program. Then, she explained that there were five other factors to consider when designing an online distance learning program. They are vision and planning, curriculum, staff support training, participant services, participant training and support, and copyright and intellectual property (Levy, 2003). The training and education designs carried out by MI Ma'arif Pageraji and Basic School of Muhammadiyah 01 Purwokerto refer to a systematic approach aimed to develop training programs based on organizational, occupational, and individual aspects (Noe & Kodwani, 2018), (Haryanto & Bawono, 2011).

In addition, the design of the training carried out by these schools were, of course, based on the management strategy for developing the competence of teachers and employees. One of the skills developed was aimed to assist teachers and employees in mastering practical-applicable soft skills to improve the skills and attitudes needed by the organization. Therefore, the training approach used is a reflective activity that allows participants to utilize previous experiences in order to understand and evaluate the present, so that they can shape future actions and also formulate new knowledge (Watkins & Whalley, 2005).

The Focused Skill Trainings

According to Ahmad Thontowi, Head of Madrasah MI Ma'arif Pageraji, the main target of human resource development is increasing knowledge and skills. But, during this pandemic period, the increase of human resources meets shifting if compared to normal times, both in methods and materials. The main training material is focused on mastering information technology competencies and redesigning instructional preparation. Although it is focused on mastering technology related to learning, the priority scale cannot be separated from the human resource development mission set by the school. According to school document, the development missions include; 1) Educational Capacity, 2) Technological Capacity, 3) Globalization Capacity, 4) Future Strategies capacity, 5) Counselor Capacity, and 6) Spiritual Capacity. The trainings performed are mentioned as below.

Virtual Learning Training

According to Rothwell, Virtual Group Learning can be used to communicate, share information, make presentations, and collect and analyze data. (Rothwell, 2010). However, with media convergence and increased network capabilities, users can conduct online meetings or teleconferences without disturbing other ongoing agendas. In this case, teachers and employees of MI Ma'arif Pageraji and Basic School of Muhammadiyah 01 Purwokerto have held ICT training aimed that teacher were be able to perform online learning, participate in webinars and design new learning instructional.

E-Learning Training

E-learning is training that utilizes various new training technologies such as web-based training and CD-ROM. E-Learning today refers to the use of network technologies to design, deliver, select, manage, and extend learning and the possibilities provided by the internet to implement a synchronous learning, so that they can access program content anytime and anywhere (Ghrislandi, 2012). These skills were delivered to teachers and employees of MI Ma'arif Pageraji by inviting IT experts from Technological College of STT Telkom. According to the principal's confession, this training was very enthusiastically responded by teachers and employees. They followed the activities to completion and were immediately implemented in their online learning.

Zoom application training

Zoom is a cloud-based video conferencing service that allows you to virtually meet other people using video, audio or both. The advantage of this application is the recording facility so that it can be viewed again. By providing opportunities for participants to interact with various learning resources available on the internet, participants' skills in lifelong learning will improve. While discussing online, participants will master responsible and professional communication skills (Anderson, 2006).

After being given various trainings related to online application-based learning, teachers and employees of Islamic private schools were encouraged to always have new perspectives related to learning. In any condition, the teacher must have creativity in designing learning so that students are interested in the material presented.

With this new worldview, teachers and at MI Ma'arif Pageraji and Basic School of Muhammadiyah 01 were expected to be able to carry out fundamental transformations which include changing mindsets, motivation, and knowledge and skills.

Redesigning Teaching and Learning Preparation

In the field of teaching-learning, human resources are, especially teachers, to be one of the most important pillars in managing education and learning so they also need an assessment to improve their competence, especially in online learning. Researchers' observations on the implementation of online learning at MI Ma'arif Pageraji and SD Muhammadiyah 1 Purwokerto indicated that many stakeholders were directly involved. According to the principal, this was intended that teachers, students and parents can quickly adapt to the new learning platform (White, 2022).

Up to now, there is, in learning-teaching activity, still no capable and general solution of how to learn well and effectively. However, if it is seen from the positive factors, this pandemic has also forced teachers to be more creative in preparing lesson materials and choosing learning methods. The pandemic is not an excuse not to work and be creative. The followings are learning redesign tables accompanied by the formulation of new agreements, noma, behavior and habits carried out by MI Ma'arif Pageraji and SD Muhammadiyah 01 Purwokerto teachers.

Table 1. Differences in practice and habits in Normality learning

| Before Covid-19 | New Normal and during Covid-19 |
|---|--|
| <ul style="list-style-type: none"> -Orientation on power -The role lies with the teacher - content-based mastery -Single learning method -Education is like a building | <ul style="list-style-type: none"> -Empathy orientation -The role of parents and teachers -Mastery of the material on the relevant competencies -The method based on personalized learning -Education is like a network |

Table 2. The Activities of Teaching Learning Preparation

| Activities | Output |
|--|--|
| <ul style="list-style-type: none"> -Identification and readiness of teachers to carry out learning - Preparation of strategies and models as well as academic schedules - Division of study groups and students' schedules for learning - Preparation of communication patterns between schools, parents and students - Socialization of school reopening for face-to-face learning | <ul style="list-style-type: none"> -Teacher assignment list - Academic goals, activities, assessments and schedules - List of study groups and study schedule - Schedules and agendas of parent and student socialization meetings -List of attendees |

Keeping Motivation

Motivation is defined as the driving force that moves a person's soul to take an action. Because this is related to a person's psychology, motivation has an up and down nature. To keep the motivation of teachers and employees high, MI Ma'arif Pageraji took two important strategies, building awareness internally of the individual and providing external triggers or motivators that can stimulate individuals to do something. Activities to increase human resources are, both through education and training, strategies undertaken by the government to increase productivity. Motivation is always given to employees by involving them in several activities. Through these activities, it is expected they can increase the institution productivity and progress. To achieve this achievement, the teacher must have a positive attitude; 1) hard commitment to achieve excellence; 2) optimize the abilities; 3) Being a trendsetter; and 4) Continuous improvement (Mudlofir, 2013).

Limitations of the study

The main limitation of the study is the inhouse training practiced by the principals in dealing with the pandemic. The training was focused on how the teachers and staffs can operate social media applications to deliver virtual teaching learning and how to redesign the teaching preparation. For this reason, the researchers did not use quantitative approach in carrying out the study.

Conclusion and Recommendation for the Future Researchers

In the end, covid-19 became a game-changer in 2020 and accelerated digital transformation, namely changes in people's behavior that demanded to adapt to activities based on digital technology. Facing this, Madrasah Ibtida'iah Ma'arif Pageraji and Basic School of Muhammadiyah 01 Purwokerto have a focus on distance learning services, initiating various ICT and e-learning mastery trainings, and participating in preventing the spread of the coronavirus and maintaining health. This institution has also been able to create various opportunities when the challenges of the pandemic come. Various training and education related to teacher ICT competencies that were not previously planned were turned into a priority scale by the organization.

When this research was conducted, Covid-19 had not yet abated. Therefore, researchers cannot present data related to human resource development in Islamic private educational institutions appropriately. To obtain more accurate data, next researchers are needed to analyze and to map existing in that schools, either

qualitatively or quantitatively. However, this research is useful for HR development managers or school principals in educational institutions during a pandemic. The findings, however, could provide an example of human resources development in elementary schools held by school managers, so the pandemic Covid-19 will not be a handicap to progress organization, especially in increasing teachers' skills.

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