



Graduated Views on Longitudinal Human Resource Management Strategy of Free Education and Social Entrepreneurship Supports at Al Ashriyyah Nurul Iman Boarding School, Bogor, West Java, Indonesia

Etik Rahma Wati¹ , M. Zaenal Abidin^{2*} ,
Rizal M. Suhardi³ , Lailatul Mufarokhah¹ , Arni Nazira²
and Bukran Habibullah⁴

¹Leadership and Policy Innovation, Gadjah Mada University, Yogyakarta, Indonesia

²English Language Education, Universitas Negeri Yogyakarta, Yogyakarta, Indonesia

³Biological Science, National Sun Yat-sen University, Kaohsiung, Taiwan

⁴Indonesian Language and Literature Education, Universitas Negeri Yogyakarta, Yogyakarta, Indonesia

*alymuhammad240@gmail.com

Abstract. This research examined graduated views on the Human Resource (HR) model and practice at Al Ashriyyah Nurul Iman Boarding School. It illustrated the unique model that integrated principles of free education support and social entrepreneurship. The research employed a mixed method with a sequential research design. The participants included 26 graduated alumni, three selected interviewees, and a staff leader. The data for this research were collected through surveys and interviews. Meanwhile, the data analysis procedure took a comprehensive approach, examining both quantitative and qualitative aspects gathered through surveys and interviews. The quantitative data from surveys was analyzed using descriptive statistics to summarize and illustrate the findings, such as measures of central tendency and variability for Likert-scale items. For a qualitative aspect, thematic analysis was used to interpret and report patterns in the data. The results indicated that the successful model of practical human resource management was inseparable from visionary leadership, flexible and innovative development, as well as development and regeneration which were important points in this research. The implementation strategy of human resources has resulted in significant transformations in the quality of learning and teaching, operational efficiency, and social impact of the foundation. The research revealed that effective management practice could address improvement of education quality and promote operational sustainability through social entrepreneurship. The implication of the research contributed to the innovative movement beyond the boarding school, where free education and entrepreneurship support were rarely applied in the Islamic school context..

Keywords: Human resource management, Community empowerment, Entrepreneurship, Educational supports

1. Introduction

Education is considered one of the important pillars of a country's sustainable development, especially to protect against inequality and support responsible citizenship and innovation [1, 2]. Furthermore, social innovation in education is seen as a novel solution that tackles social concerns within the educational sphere, and fosters improved practices [1]. Consequently, the strategy of social innovation in education concerning achieving the goal of free education requires the integration of educational institutions with social entrepreneurship, combining social goals with a business approach. According to the previous study, the strategy of integrating social entrepreneurship with education can contribute simultaneously to economic growth and social and environmental sustainability. It plays a significant role in providing quality education without having to rely on public funding or high costs. However, with limited resources, educational institutions can integrate HR strategies with social entrepreneurship approaches to create innovations in the provision of affordable and quality education for society [3].

Human Resource Management (HRM) serves a crucial role in professional growth within educational institutions and social enterprises. The role of HRM is to translate the strategic aims of the organization into human resource policies and to create human resource strategies that generate a competitive advantage [4]. According to a study, strategic HRM is defined as the method of synchronizing human resource management with the strategic objectives of the business and human resource strategy, ensuring that the latter facilitates the achievement of the former and, in fact, contributes to its definition [5]. This content includes but is not limited to financial and accounting analysis, marketing and branding strategies, human resource management, innovation strategies, leadership development, media communication, and compliance with licensing and government regulations [1]. This HRM promotes the capacity building of individuals working in the institution, thereby enhancing their contribution to organizational goals. Therefore, effective HRM is a key benchmark in determining the success of professional development in social enterprise educational institutions [6].

Improvements in HRM can also be measured through techniques such as job evaluation, systematic training, and performance management, all of which contribute to better professional development [7]. Human Resource Management (HRM) is crucial in sustaining educational institutions and programs' long-term success and prosperity [8]. Efficient HR strategies can tackle these challenges by developing an empowering work atmosphere, encouraging professional growth, and harmonizing individual aspirations with organizational goals [9].

In this research context, the longitudinal human resource practice was also done in the form of social entrepreneurship, which involves the pursuit of social and environmental objectives through creative business models also depends significantly on strategic human resource management (HRM) [10]. One avenue of literature on coping with environmental change and the decline of resources has been that of strategic management of human resources [11]. In this case, social

enterprises that have strong HR practices are more capable of managing the challenges of balancing social impact and financial viability, thus ensuring their long-term sustainability [12]. The simultaneous emphasis on impact and profitability in social enterprises requires a distinct approach to human resources. Employee motivation, organizational culture, and leadership play pivotal roles in achieving success [9].

Accordingly, Yayasan Al Ashriyyah Nurul Iman Boarding School is an Islamic educational institution that aims to provide free education from early childhood education to higher education. Yayasan Al Ashriyyah Nurul Iman Boarding School was established with the intention of providing fair and equitable access to education for every child, regardless of their socio-economic background. With a total of 18,000 active students who are currently undergoing studies, according to [13], the foundation aims to ensure that every child has an equal opportunity to receive quality education without being burdened by cost [14]. The major challenge in managing free education is the effective management of human resources (HR) by establishing a qualified teaching team, fostering a supportive work environment, and providing opportunities for improvement in teaching quality with limited resources [15]. However, while there are significant research studies concerning the field area, they focus on the effectiveness of teaching methods and the integration of Islamic principles in the curriculum [16, [17]. Previous relevant research from [18, 2, 19]. Additionally and most importantly, very few have examined the crucial aspect of human resource management (HRM) in terms of this research context. As a result, the absence of in-depth research on the application of Islamic educational institutions, such as educational social entrepreneurship strategies managing financial scarcity constraints, improving education quality, and promoting education sustainability, has created a significant gap in the existing literature. This hinders the ability of Islamic education institutions to deal with the unique challenges they face, especially in managing HR effectively.

This research highlighted the HRM strategies for free education initiatives and social entrepreneurship. By analyzing data from organizations involved in these sectors, the study aimed to analyze the model of HR practices that contribute to long-term success and provide recommendations for improving HR management. To sum up, two core questions were addressed;

1. What is the model of longitudinal human resource practice at Nurul Iman boarding school?
2. How does the human resource strategy implement free education and support for entrepreneurship?

2. Research Method

This study employed a mixed-method approach with a sequential explanatory design encompassing both quantitative and qualitative methodologies [20, 21]. In rationale, a comparative design was selected in order to investigate the response of each participant in the form of a survey followed by a qualitative phase

in the form of an interview. This research included twenty-six graduated alumni, three selected interviewees, and a staff leader as a triangulation source technique. Furthermore, the selection technique or the adequacy of the sample size was still low, despite the fact that identical sampling for quantitative was used as it enabled researchers to identify the same participants in both types of research in the same study phase [22]. In addition, it is need to be acknowledged that the small size of participants included in the survey was due to the difficulties of obtaining data from a representative sample validity and legitimization that may impact one of the limitations of the present research, which the generalizability of the results could be subjective. Nonetheless, the participants included were described (see Figure 1). For the interviewee, the researchers employed random sampling to ensure that the participants were comparable in terms of their experiences, involvement, background, and performance. The data for this research was collected through two main methods: surveys and interviews. A survey was administered to all respondents, with the pre-study survey gathering demographic information, academic background, age, and initial experiences regarding alumni's views on management practice at the boarding school. Additionally, semi-structured interview was conducted with a subset of participants from the participants as well as a leader to gain qualitative insights into the experiences and views of management practice during and beyond. Meanwhile, the data analysis procedure for this research took a comprehensive approach, examining both quantitative and qualitative data gathered through surveys and interviews.

The quantitative data from surveys was analyzed using descriptive statistics to summarize and illustrate the findings, such as measures of central tendency and variability for Likert-scale items and demographic data [23]. The main objective was to provide a summary of the participants' responses and attributes. For a qualitative aspect, thematic analysis, a tool for detecting, interpreting, and reporting patterns in data, was employed. This process entailed acquiring the data, creating initial codes, looking for themes, reviewing themes, defining and naming themes, and completing the final report. Furthermore, content analysis was utilized to quantify the frequency of specific themes or keywords in qualitative data, allowing for a more systematic examination of the results of interview sessions [24]. Methodological triangulation was also employed to cross-check findings from quantitative and qualitative data sources, increasing the validity and dependability of the results [25]. Following the sequential explanatory approach, qualitative data was used to help explain and interpret the quantitative analysis results, offering more insight into the statistical findings [26]. This comprehensive data analysis strategy allowed researchers to have a complete view and experiences regarding the management practice of the boarding school in supporting free education as well as entrepreneurship support.

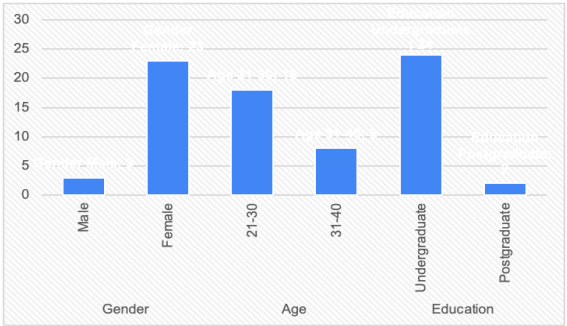


Figure 1. Demographic of pseudonymous participant

The diagram above illustrates the demographics of the participants. The survey included of 26 respondents, with the highest number holding bachelor's followed by master's degrees. And for the mean age ranges from 21 to 30 years.

3. Results and Discussion

The findings of the survey, followed by the interviews, were presented and explained. It aimed to interpret the statistical data and provide an overview of the entrepreneurial development and management models and strategies used in the context of Nurul Iman boarding school. Therefore, the results are explained below;

Quantitative Phase

Table 1. The analytical score of the respondent-based survey.

Respondent	Total	Average Score	Categorize
Respondent 1	98	4.45	Strongly agree
Respondent 2	107	4.86	Strongly agree
Respondent 3	100	4.55	Strongly agree
Respondent 4	109	4.95	Strongly agree
Respondent 5	90	4.09	Agree
Respondent 6	95	4.32	Strongly agree
Respondent 7	96	4.36	Strongly agree
Respondent 8	88	4.00	Agree
Respondent 9	95	4.32	Strongly agree
Respondent 10	102	4.64	Strongly agree

Respondent 11	110	5.00	Strongly agree
Respondent 12	110	5.00	Strongly agree
Respondent 13	92	4.18	Agree
Respondent 14	108	4.91	Strongly agree
Respondent 15	104	4.73	Strongly agree
Respondent 16	84	3.82	Agree
Respondent 17	110	5.00	Strongly agree
Respondent 18	99	4.50	Strongly agree
Respondent 19	107	4.86	Strongly agree
Respondent 20	110	5.00	Strongly agree
Respondent 21	96	4.36	Strongly agree
Respondent 22	100	4.55	Strongly agree
Respondent 23	108	4.91	Strongly agree
Respondent 24	100	4.55	Strongly agree
Respondent 25	102	4.64	Strongly agree
Respondent 26	110	5.00	Strongly agree
Average score	101.1538462	4.60	Strongly agree

Table 2. Score Intervals and Response Categories

Interval	Categorize
4,2-5,0	Strongly agree
3,4-4,19	Agree
2,6-3,39	Doubtful
1,8-2,59	Disagree
1,0-1,79	Strongly disagree

Based on the table above, it can be concluded that the total average value in the questionnaire was 4.60 between the intervals 4.2-5.0, which was classified as Strongly

Agree. Therefore, it indicated that most of the respondents in this study considered the questionnaire given to be very agreeable.

In addition, quantitative phase of this study focused on gathering structured data through a comprehensive questionnaire designed to address key research objectives. The questionnaire contained statements to elicit detailed participant responses regarding their demographic profile, academic background, and experiences. It included their age and initial perceptions of boarding school management practices. In addition, by systematically collecting this data, the survey facilitated an understanding of the alums's views, which may impact the generalization of the findings and objective of the study and enclosed to the interview session. It allowed for an analysis of their diverse perspectives on the management framework within the school environment. In summary, the survey's primary goal was to summarize participants' responses and attributes to identify patterns or trends. The pre-study survey was instrumental in establishing a baseline by capturing demographic and academic variables, which served as a foundation for deeper analysis. This structured approach provided insights into how the alums's educational experiences and backgrounds influenced their views on the effectiveness of management practices. The resulting data played a crucial role in framing the study's broader narrative and supporting subsequent qualitative analysis, if applicable and finally lead to the human strategy and motivation as displayed in the following figure.

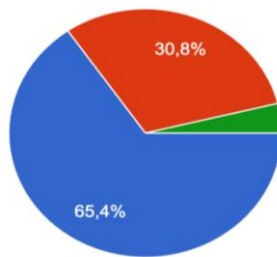


Figure 2. The participants responded with human strategy and motivation

The bale above showed the participant's response to the human strategy and motivation. It can be concluded that from the statistical result of the survey, the participants agreed (65, 4%) to the involvement and have high motivation in encouraging the capacity of human resources management as well as its motivation. Furthermore, after learning about the statistical results and pie charts above, researchers conducted follow-ups through interviews. It is imperative to deepen the understanding of the findings that have been obtained.

Quantitative data provides an overview of patterns, trends, and participants' perceptions of the statements given. Meanwhile, interviews allow researchers to dig further into the reasons, motivations, or context behind the data. Through interviews, researchers can gain richer and deeper perspectives, identify nuances that may not be apparent in the numbers, and clarify or validate results that emerge from the quantitative analysis. Thus, interviews as a follow-up step complement and provide a deeper qualitative dimension to the overall research, resulting in a more holistic and comprehensive understanding that is then referred to as part of the embedded mixed methods approach.

Qualitative Phase

3. 1. Leadership Models and Roles at Nurul Iman

Effective leadership is essential for people's development and organizational progress. Leaders set the vision, create a supportive work environment, and invest in training. They also help the organization adapt to change through good communication. By managing succession and talent, leaders prepare for the future, drive innovation, and ensure sustainability. Some leadership models and roles are described in the following interview thematization.

3.2. Credibility

The credibility of Yayasan Al Ashriyyah Nurul Iman confirmed (Informant 1)'s success in leadership, especially in financial and HR management. This allowed the foundation to teach accountable and transparent business practices to other boarding schools. Her leadership model involved a hands-on approach, including an internship program.

"Dari Bank Indonesia mereka memberikan dana kepada Nurul Iman mengirim santri tiga bulan di pesantren tersebut mengajarkan bagaimana mengelola bisnis secara profesional accountable and transparent..."

"From Bank Indonesia, they provided funds to Nurul Iman to send students for three months to teach them how to manage their business in a professional accountable and transparent manner..." (Personal Communication, March, 3 2024).

Informant 1 explained that Yayasan Al Ashriyyah Nurul Iman became a pilot project to strengthen the Islamic economy of Bank Indonesia. HR development is carried out as part of effective management, ensuring operations run smoothly while preparing alumni who will graduate.

3.3. Independence and external cooperation

Informant 1 mentioned that Yayasan Nurul Iman, which she leads, is trusted by Bank Indonesia to manage three main businesses: biogas, waste recycling, and bottled water supply. These three businesses support the foundation's economic independence and environmental welfare. External cooperation is critical to the organization's success,

including financial support, resources, and professional guidance. Bank Indonesia provided funding to Nurul Iman for a training program, where students are sent to train for three months in another boarding school.

“Jadi dari Bank Indonesia mereka memberikan dana kepada Nurul Iman, lalu Nurul Iman mengirim santri tiga bulan di pesantren tersebut mengajarkan bagaimana bagaimana mengelola bisnis secara profesional accountable and transparent itu termasuk and management of finance management of human resource management of sales and marketing, and management of production.”

“So from Bank Indonesia they provide funds to Nur Iman Nur Iman sends students for three months in the pesantren to teach how to manage a business in a professional accountable and transparent manner, including and management of finance management of human resources management of sales and marketing, and management of production.” (Personal Communication, March, 3 2024).

Informant 1 explained that she managed several businesses in collaboration with Japan, including fermented black garlic and black soap. In total, there are four businesses involving Japanese partners, indicating strong international business links.

3.4. Planning and Evaluation

Planning and evaluation are the most basic things in the implementation of management functions. To ensure that an activity can achieve the expected results, there needs to be an effort in management that begins with planning and ends with evaluation, as explained by (Informant 2).

“Nanti pengabdian ini akan di rolling jadi tidak vakum selama 2 tahun yaitu di pendidikan ataupun di wirausaha tapi nanti di rolling (digilir) yaitu nanti setiap setahun pindah ataupun nanti beberapa bulan seperti itu...”

“Later, this service will be rolled so that it is not vacuumed for 2 years, namely in education or in entrepreneurship, but later it will be rolled (rotated), namely later every year moving or later for several months like that...” (Personal Communication, August, 21 2024)

4. Innovation

People's development in entrepreneurship was critical to building and managing a business effectively. It involved various strategies to enhance the skills, knowledge and capacity of individuals to support business growth and sustainability.

4.1. Increased capacity of human resources in the field of entrepreneurship.

Training and education aim to improve individual knowledge, skills, and competencies. (Informant 1) emphasized that to become a successful businessperson, one first must go directly into the business world, as practical experience in managing a business is the main key to developing entrepreneurial skills.

“Jadi yang namanya saya mau jadi seorang pebisnis ya gak mungkin kita hanya perintah-perintah orang atau kita belajar di ruang yang berisi teori-teori bagaimana kita menjalankan bisnis atau mau kita wirausaha terus kita gak pernah masuk ke dunia usaha ...,”

“So, if I want to be a businessman, it's impossible for us to only take orders from people or we learn in a room filled with theories on how to run a business or if we want to be an entrepreneur and then we never enter the business world...” (Personal Communication, March, 3 2024).

4.2 Free educational program

Nurul Iman's free education program aimed to provide access to education to underprivileged children. The focus on sustainable service ensures the program remains effective and sustainable, with alumni contributions essential to the continuity of the education.

“Nah, suami saya udah mulai magang-magang nih, belajar sama senior-seniornya, kan nanti seniornya kan bakalan pergi, bakalan kan udah, mereka kan seniornya yang memang udah pengabdian di situ, dan mereka lulus nanti digantikan, jadi itu sustainable begitu...,”

“Well, my husband has started internships, learning from his seniors, right later his seniors will leave, they will already be, they are his seniors who are already serving there, and they will graduate and be replaced, so it's sustainable...,” (Personal Communication, August, 15 2024)

Innovation in food procurement for the sustainability of free education is very important. They manage land such as rice fields and coffee farms to support food product diversity and efficient resource management, ensuring sustainable food needs, as explained by (Informant 1). Besides, informant 3 stated that the free education program depends on the dedication of alumni. This dedication is sustainable because seniors who serve for two years are replaced by new alumni, allowing the program to continue to grow rapidly.

Discussion

From the findings described above, this research showed that the human resource management implemented at Al Ashriyyah Nurul Iman Foundation was structured and comprehensive. This idea correlated with [27] that the management structure of Al Ashriyyah Nurul Iman is divided into three main interrelated fields, namely the boarding school field, the education field, and the entrepreneurial field, and all of them have their respective duties and roles. Furthermore, the leadership management approach at Al Ashriyyah Nurul Iman has emphasized a long-term vision with strategic planning. This is in line with research that explains that foundation leaders focus on preparing students to face future challenges by giving them practical experience through service programs while also giving back to the foundation that has provided free education for them [28]. This strategy aligns with modern human resource management strategies that emphasize skill enhancement and workforce preparedness, achievable through

mentorship and internships [29]. In another context, although in the top organizational structure, there are key actors who are directly selected and trusted by the leader, organizational flexibility can occur at the operational level, changing every year. Therefore, the flexibility that occurs shows that the foundation leadership has used an adaptive approach to human resources [30]. The regular meetings that take place between leaders and staff to evaluate the program are also a commitment to make improvements to the programs that have been implemented. This management approach allows Nurul Iman to quickly respond to changes and challenges [30, 31]. Previous relevant studies also indicated that this management approach fosters a learning culture within the organization that will result in sustainable innovation. [32, 33]. Accordingly, the combination of education and entrepreneurial practices is a form of innovation in human resource management. [35]. It is in line with a model that offers practical business skills that can improve employability while at the same time finding a sustainable funding model for the provision of free education applied in the context of Islamic boarding schools. So, it can be concluded that management innovation is ultimately not only focused on how to provide free education for the underprivileged but also fosters an entrepreneurial mindset that is needed in today's world of work.

Furthermore, the two-year service program for alums has been running for many years, and this strategy has successfully supported the continuation of the provision of free education. [36]. In addition to providing practical experience such as the model found in the findings above (internships) to alums and contributing to the organization's operations, the implementation of this service program also ensures that there are human resources who are committed to supporting the foundation's operations on an ongoing basis. [37]. This program demonstrates that educational institutions can expand their role beyond their traditional boundaries to develop individual capabilities and organizational roles. The HRM approach taken by collaborating with external parties such as Bank Indonesia and Japan also demonstrates strategic leadership practices. This implementation is also relevant to what is mentioned by [37, 33] that collaboration can provide resources and open opportunities for students to better develop their skills. This HR management approach utilizes external resources to complement internal development efforts so as to create a rich learning ecosystem that benefits many parties. This is in accordance with the theory from [39], where the concepts of developing and optimizing are needed (see Figure 3). However, researchers realize that not all of these theoretical charts are precisely related in the context of this study.

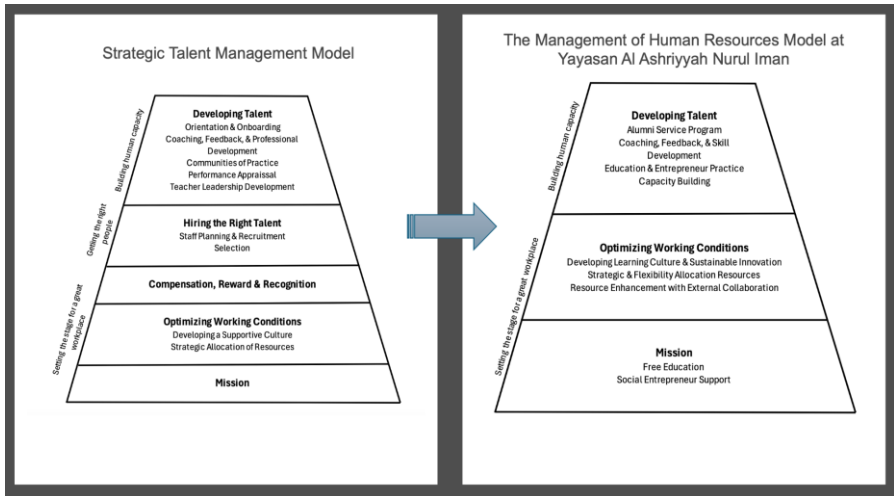


Figure 3. The Management of Human Resources Model at Yayasan Al Ashriyyah Nurul Iman adopted from Strategic Talent Management Model (Adapted from Tran & Kelley, 2024)

The Management of Human Resources Model at Yayasan Al Ashriyyah Nurul Iman describes various initiatives and strategies aimed at developing talent and improving working conditions at the foundation. Talent development focuses on alumni service programs, coaching, feedback, and skills development, a combination of education and entrepreneurial practical experience, as well as capacity building according to personal interests that contribute to building a learning culture and encouraging sustainable innovation. Improving working conditions highlights the importance of strategic resource allocation and external collaboration to enhance the organization's mission and support free education and social entrepreneurship.

4. Conclusion

Al Ashriyyah Nurul Iman boarding school has implemented an innovative approach to human resource management by combining three main interrelated areas. This was in accordance with the results of the survey distribution, in which the alumni indicated that they strongly agreed with the statements given. In addition, based on the results of interviews, it was also found that the main themes in the leadership model applied in the cottage. For example, it has also been explained in Figure 3 that; developing HR, optimizing, and mission have a close correlation with each other. It can be concluded that this approach was able to develop the competencies of students and alumni while creating a sustainable entrepreneurship support model for the provision of free education and sustainable entrepreneurship. To sum up, the human resource management approach held at Nurul Iman offers valuable insights specifically for education and social enterprises. The innovations applied in human resource management can support

organizational sustainability, encourage individual skills, and provide broad social impact by combining education and entrepreneurship. Thus, the implications of this research provide new insights into leadership models, especially in the context of Islamic boarding schools. In addition, there are new innovations for school principals to be able to implement in similar ways, so this research is useful for the further development of global leadership transformation models, and for readers in general. However, the limitation of this research was that it was still lacking in terms of survey content, which may provide a less robust interpretation of the data. Additionally, the research time of only less than a month made it less likely that this research cannot be widely generalized even though all processes in this research have followed a scientific flow.

References

- [1] C. Păunescu, A. Nikina-Ruohonen, and Y. Stukalina, "Fostering Research with Societal Impact in Higher Education Institutions: A Review and Conceptualization," in *Innovation, Technology and Knowledge Management*, 2022. doi: 10.1007/978-3-030-84044-0_8.
- [2] D. T. Dika Tripitasari, A. Akhyak, A. A. Abd. Aziz, M. Maftukhin, and A. P. Achmad Patoni, "Human Resource Management in Improving the Quality of Education in MAN 2 Kediri City," *Int. J. Soc. Sci. Educ. Res. Stud.*, 2023, doi: 10.55677/ijssers/v03i9y2023-05.
- [3] Y. Yu, D. Appiah, B. Zulu, and K. A. Adu-Poku, "Integrating Rural Development, Education, and Management: Challenges and Strategies," *Multidiscip. Digit. Publ. Inst. (MDPI)*, vol. 16, no. 15, 2024, doi: <https://doi.org/10.3390/su16156474>.
- [4] S. Tyson, *Essentials of human resource management*. 2014. doi: 10.4324/9780203078488.
- [5] J. . Walker, *Human Resource Strategy*. USA: McGraw-Hill, 1992.
- [6] A. Russ-Eft Darlene and A. Alizadeh, *Ethics and Human Resource Development: Societal and Organizational Contexts*. Springer Verlag, 2024.
- [7] Michael Armstrong, *A Handbook of Management Techniques_ A Comprehensive Guide to Achieving Managerial Excellence and Improved Decision Making*, Rev. 3rd e. USA: Kogan Page, 2006.
- [8] B. Mahapatro, *Human resource management*. New Age International (P) ltd..., 2021.
- [9] N. Chams and J. García-Blandón, "On the importance of sustainable human resource management for the adoption of sustainable development goals," *Resour. Conserv. Recycl.*, 2019, doi: 10.1016/j.resconrec.2018.10.006.
- [10] S. Ren and S. E. Jackson, "HRM institutional entrepreneurship for sustainable business organizations," *Hum. Resour. Manag. Rev.*, 2020, doi: 10.1016/j.hrmr.2019.100691.
- [11] L. Greenhalgh, "Managing the job insecurity crisis.," *Hum. Resour. Manag. Rev.*, vol. 22, no. 4, 1983.
- [12] M. Powell, A. Gillett, and B. Doherty, "Sustainability in social enterprise: hybrid organizing in public services," *Public Manag. Rev.*, 2019, doi: 10.1080/14719037.2018.1438504.
- [13] G. R. Pertiwi, M. Latief, and K. Anwar, "ISU GLOBAL MARKETING PENDIDIKAN

- DAN ENTREPRENEURSHIP PENDIDIKAN WCE (PONDOK PESANTREN AL-ASHRIYYAH NURUL IMAN ISLAMIC BOARDING SCHOOL),” *NUSRA J. Penelit. dan Ilmu Pendidik.*, 2024, doi: 10.55681/nusra.v5i1.2258.
- [14] S. Suryadi, N. Rahmah, and A. Purwanto, “Transformational Leadership in Developing Entrepreneurship Education Program in Islamic Boarding School,” in *In Proceedings of the 1st International Conference on Environmental Science, Development, and Management, ICESDM 2023, 2 November 2023, Banjarmasin, South Kalimantan, Indonesia*, 2024. doi: <http://dx.doi.org/10.4108/eai.2-11-2023.2348020>.
- [15] G. Gordon and C. Whitchurch, “Managing human resources in higher education: the implications of a diversifying workforce,” *High. Educ. Manag. Policy*, 2007.
- [16] D. J. Basari, S. Sebgag, S. M. R. Noval, A. Mudrikah, and A. Mulyanto, “Human Resource Management Model in Islamic Boarding School-Based Private Madrasah Tsanawiyah,” *Nidhomul Haq J. Manaj. Pendidik. Islam*, 2023, doi: 10.31538/ndh.v8i1.2884.
- [17] M. A. Haidar, M. Hasanah, and M. A. Ma’arif, “Educational Challenges to Human Resource Development in Islamic Education Institutions,” *Munaddhomah J. Manaj. Pendidik. Islam*, 2023, doi: 10.31538/munaddhomah.v3i4.309.
- [18] N. N. Sukawati, I. Gunawan, E. Ubaidillah, S. Maulina, and F. B. Santoso, “Human resources management in basic education schools. In 2nd Early Childhood and Primary Childhood Education (ECPE 2020) (pp. 292-299). Atlantis Press.,” in *In 2nd Early Childhood and Primary Childhood Education (ECPE 2020)*, Atlantis Press., pp. 292–299.
- [19] A. Allui and J. Sahni, “Strategic Human Resource Management in Higher Education Institutions: Empirical Evidence from Saudi,” *Procedia - Soc. Behav. Sci.*, 2016, doi: 10.1016/j.sbspro.2016.11.044.
- [20] J. W. Creswell, *Research design: Qualitative, quantitative, and mixed methods approaches*. London: Sage publications, 2018.
- [21] J. R. Fraenkel, N. E. Wallen, and H. H. Hyun, *How to Design and Evaluate Research in Education*. New York: McGraw-Hill Higher Education, 2008.
- [22] A. Onwuegbuzie and K. Collins, “A Typology of Mixed Methods Sampling Designs in Social Science Research,” *Qual. Rep.*, 2015, doi: 10.46743/2160-3715/2007.1638.
- [23] Creswell. J., “Research Design Qualitatif, Quantitative, and Mixed Methods Approaches,” *Sage Publ.*, 2018.
- [24] K. Krippendorff, *Content analysis: An introduction to its methodology*, 4th editio. Sage publications, 2018.
- [25] N. K. Denzin, *The research act: A theoretical introduction to sociological methods*. Routledge, 2017.
- [26] J. W. Creswell and V. L. Plano Clark, *Designing and conducting mixed methods research*, 3rd Editio. Sage publications, 2017.
- [27] O. A. Gunawan, H. Asyari, and S. Ratnaningsih, “Manajemen Pesantrenan di Pondok Pesantren Al-Ashriyyah Nurul Iman Bogor,” *Indones. J. Islam. Educ. Manag.*, 2022, doi: 10.24014/ijiem.v5i1.15538.
- [28] S. HASSAN, “Impact of HRM Practices on Employee’s Performance,” *Int. J. Acad. Res. Accounting, Financ. Manag. Sci.*, 2016, doi: 10.6007/ijarafms/v6-i1/1951.
- [29] Y. Hu, M. Wang, H. K. Kwan, and J. Yi, “Mentorship quality and mentors’ work-to-

- family positive spillover: the mediating role of personal skill development and the moderating role of core self-evaluation,” *Int. J. Hum. Resour. Manag.*, 2021, doi: 10.1080/09585192.2019.1579244.
- [30] K. Abukalusa and R. Oosthuizen, “ORGANISATIONAL ADAPTIVE LEADERSHIP FRAMEWORK THROUGH SYSTEMS THINKING,” *South African J. Ind. Eng.*, 2023, doi: 10.7166/34-3-2955.
- [31] M. A. Bhatti and M. Alnehabi, “THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE EMPLOYEE PERFORMANCE IN MANUFACTURING FIRMS IN SAUDI ARABIA: MEDIATING ROLE OF EMPLOYEE MOTIVATION,” *Transform. Bus. Econ.*, 2023.
- [32] J. Meng, P. L. Pan, M. A. Cacciatore, and K. R. Sanchez, “The integrated role of adaptive leadership, sense of empathy and communication transparency: trust building in corporate communication during the pandemic,” *Corp. Commun. An Int. Journal.*, 2024.
- [33] G. Gunawan, Z. A. Nasution, R. A. Aljuned, J. an. Suwifania, and S. Suhairi, “Pemimpin inovatif dalam manajemen SDM: Membangun budaya inovasi yang berkelanjutan,” *J. Manag. Econ. Account.*, vol. 2, no. 2, pp. 1–12, 2023, [Online]. Available: <https://pusdikra-publishing.com/index.php/jisc72>
- [34] C. Varandas, C. I. Fernandes, and P. M. Veiga, “Human resource management in ambidextrous organisations – A systematic literature review,” *Technol. Soc.*, 2024, doi: 10.1016/j.techsoc.2024.102504.
- [35] Y. Zhang and M. D. Griffith, “Human Resource Management Systems and Firm Innovation: A Meta-Analytic Study,” *Econ. Bus. Rev.*, 2023, doi: 10.15458/2335-4216.1327.
- [36] P. Prayitno, “Pemberdayaan sumber daya santri melalui entrepreneurship di Pondok Pesantren Al-Ashriyyah Nurul Iman Islamic Boarding School Parung-B,” *QUALITY*, vol. 4, no. 2, pp. 310–331, 2016, doi: <http://dx.doi.org/10.21043/quality.v4i2.2174>.
- [37] P. Farmanesh, A. Mostepaniuk, P. G. Khoshkar, and R. Alhamdan, “Fostering Employees’ Job Performance through Sustainable Human Resources Management and Trust in Leaders—A Mediation Analysis,” *Sustain.*, 2023, doi: 10.3390/su151914223.
- [38] J. F. L. Hong, X. Zhao, and R. Stanley Snell, “Collaborative-based HRM practices and open innovation: a conceptual review,” *Int. J. Hum. Resour. Manag.*, 2019, doi: 10.1080/09585192.2018.1511616.
- [39] H. Tran and C. Kelley, *Strategic Human Resources Management in Schools: Talent-Centered Education Leadership*, (1st ed.). Routledge, 2024. doi: <https://doi.org/10.4324/9781003457060>.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

