

IMPROVING THE QUALITY OF HUMAN RESOURCE IN ENGLISH DORMITORIES OF PESANTREN SUNAN DRAJAT THROUGH UPGRADING PROGRAM

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Abstrak: Pesantren Sunan Drajat merupakan salah satu pondok pesantren yang memiliki komitmen untuk menyelenggarakan program pendidikan yang unggul. Banyak upaya yang telah dilakukan untuk memenuhi tujuan keberhasilan pendidikan, seperti menyediakan fasilitas yang baik dan pendidik yang berkualitas. Pendidik yang berkualitas menjadi salah satu faktor penting yang menentukan keberhasilan pendidikan. Banyak penelitian yang telah dilakukan untuk membuktikan hubungan erat antara prestasi siswa dan kualitas pendidik. Oleh karena itu, asrama bahasa Inggris yang disediakan oleh pesantren Sunan Drajat untuk memfasilitasi para siswa yang ingin meningkatkan kemampuan bahasa Inggris mereka, memiliki upaya yang kuat untuk menyediakan tutor bahasa Inggris yang berkualitas untuk mencapai prestasi siswa yang hebat. Penelitian saat ini bertujuan untuk menyelidiki bagaimana asrama bahasa Inggris Sunan Drajat mengelola sumber daya manusia untuk meningkatkan kualitas tutor bahasa Inggris mereka melalui program upgrading. Metodologi penelitian kualitatif melalui observasi, wawancara dan dokumentasi digunakan untuk mendapatkan seluruh data tentang bagaimana program upgrading berjalan. Penelitian ini menunjukkan bahwa program upgrading adalah sebuah program pelatihan guru yang diadakan untuk meningkatkan kualitas sumberdaya manusia di asrama bahasa Inggris pesantren Sunan Drajat. Program tersebut berisi beberapa kegiatan yang bermanfaat seperti pelatihan untuk membuat perencanaan pembelajaran bahasa Inggris yang innovative dan menyenangkan, pelatihan khusus materi bahasa Inggris yang ditangani oleh seorang ahli bahasa Inggris untuk terus meningkatkan kemampuan bahasa Inggris para tutor, menyiapkan media pengajaran, microteaching, dan evaluasi pengajaran. Secara keseluruhan, tantangan yang masih ditemukan selama melaksanakan program upgrading, yaitu kurangnya kesadaran para tutor untuk meningkatkan kualitas diri mereka.

Kata kunci: Sumber Daya Manusia; Pelatihan Guru.

Abstract: Pesantren Sunan Drajat is one of Islamic boarding schools that has commitment to afford the excellent educational programs. Many efforts have been done to meet the aim of successful education, such as providing the good facilities and qualified educators. Qualified educators become one of the essential factors that determines the success of education. Many studies have been conducted to prove the tight correlation between students' accomplishment and the quality of educators. Therefore, English dormitories, which are provided by pesantren Sunan Drajat to facilitate the students who wants to improve their English skill, have strong effort to provide the good qualified English tutors to attain the great students' achievements. This current study aims to investigate how English dormitories of Sunan Drajat manage the human resource in order to improve the quality of their English tutors through their upgrading programs. Qualitative research methodology through observation, interview and documentation was employed to obtain the whole data about how *upgrading programs* run. This study resulted that *upgrading program* is kind of teacher training program which is chosen to improve the quality of human resource in English language dormitories of pesantren Sunan Drajat. That program contains of some useful activities such as training to make innovative and interesting English lesson planning, learning English materials handled by one English expert to upgrade the English skill of tutors, preparing teaching media, microteaching, and teaching

evaluation. Overall, the challenges are still found during implementing *upgrading program*, namely lack of tutors' awareness and motivation to improve the quality of themselves.

Keywords: Human Resource; Teacher Training.

Introductions

Human resource plays an essential part in the whole areas. Sharma & Pande (2021) defined human resource as a group of people who plays role in one sector to achieve some goals. All areas nearly require the good human resource management due to the components of human resource that hold the crucial role to direct where the organization will go (Salasiah et al., 2023). That statement reflects if something brings the organization down, what is required to be corrected firstly is its quality of human resource even though, Omebe (2014) still found numerous challenges and obstacles in managing the human resource in one sector such as lack of financial support and difficulty to manage satisfaction of staff in order to keep their performance in the workplace. Those challenges which commonly found in the process of improving human resource management does not decrease the requirement of human resource management for various sectors like industrial sector dan educational sector.

In educational sector specifically, the problem of human resource confidently cannot be detached. An educational institution must have a principal, teachers, staffs, and students who become parts of human resources. All of those human resources hold the vital key of education's success. Overall, teacher as the parts of human resource is considered as the most important one who governs the quality of students' performance. Many studies have been conducted to prove the tight relation between students' accomplishment and the quality of educators (Bonney et al., 2015; Siagian & Artha, 2023; Zainullah et al., 2023; Syafruddin; 2023). Those studies resulted that the quality of educator is one of the factors that affects the quality of students' outcome. Due to the importance of teacher's quality to determine the students' achievement, many institutions compete to provide superior qualified teachers to meet their goals.

Pesantren Sunan Drajat is one of the popular Islamic boarding schools has commitment to afford the excellent education by providing many programs. The programs provided not only focuses on improving students' knowledge about religion but also enhancing knowledge about common sciences such as foreign language. Shobaha (2023) stated that in this modern era, the students who stay in pesantren are required to master English as foreign language in order to enable them compete with other modern people after passing their academic years. English dormitories were founded by pesantren Sunan Drajat to facilitate the students who wants to improve their English skill. To attain the good students' English achievement, absolutely, many components should be well-prepared such as systematic English lesson plans, English learning media, English teaching method and qualified English tutors. All of those items prepared naturally direct how English learning and teaching in Sunan Drajat Islamic boarding school runs.

Realizing about the importance of human resource management, English dormitory of pesantren Sunan Drajat does many efforts to have the superior human resource in order to create students who have good capability at English. To reach that goal, English dormitory of pesantren Sunan Drajat found a program, namely *upgrading program*. Upgrading program was designed by the founder of English dormitory which aims to improve the quality of English tutor. The program runs continuously to make the English tutors keep upgrading their English skill and improving their teaching method.

This current study aims to investigate how English dormitories of Sunan Drajat improve the quality of their human resource though the teacher training program, namely *upgrading program* and what challenges are faced during implementing *upgrading program*. This study is hoped to give new insight for the stakeholders who are willing to found an educational institution about the way to manage the human resource in order to improve the quality of educators.

Method

This present study applies qualitative research methodology to get the whole data about the implementation of upgrading program as the effort to improve the quality of human resource in English dormitory of Sunan Drajat. The instruments used to collect data were observation, interview and documentation. The observation was done to investigate how *upgrading program* run covering the activities done in *upgrading program*. The interview was conducted with the English expert who handle the *upgrading program* and some English tutors who endlessly attend the upgrading program to find the data about the challenges they face during joining the *upgrading program*. The data got from observation and interview were completed by the data got from documentation to continuously be interpreted and described qualitatively. To assure that the data got were valid and objective, triangulation of sources and method were employed.

Result and Discussion

Based on the result of observation, Sunan Drajat Islamic boarding has seven English dormitories. Each dormitory consists of more than a hundred students, so Sunan Drajat Islamic boarding school hires many English tutors to teach and handle all English programs and activities. To succeed those English programs, the founder of English dormitory avoids the stagnant and non-progress conditions that will give the bad effect to the students' learning result by having effort to keep improving the quality of tutors as the part of human resource owned by English dormitories. So, all tutors have obligation to join upgrading program to upgrade themselves. Upgrading program is carried four times a week on Saturday, Sunday, Monday and Tuesday at 09.30 till 11.00. Upgrading program in Sunan Drajat Islamic boarding school is divided by three groups. Each group consists of 20 English tutors and each of them are handled by one English expert provided by the founder of English dormitory. Simply, *upgrading program* is kind of teacher training program which was established by the founder of Sunan Drajat English dormitory that brings the mission to upgrade the English tutors' English skill and knowledge, making English materials, improving teaching method, preparing teaching media, and doing teaching evaluation. All of those activities provided in upgrading program are needed to achieve the qualified tutors as the part of human resource who has the main role to determine how their students' performances will be.

Upgrading program as the key to improve English tutors' quality

Bumay et al. (2023) stated that one of the factors that affects the students' learning accomplishment is teachers' performances. Teachers' performance reflects to the teacher's quality in applying the good teaching method in the classroom. But above all, there is one most important thing that teacher should have before implementing the good teaching method, it is having the high qualified skill first. Having good skill becomes the first requirement for teacher to teach. It is impossible if the students are encouraged to achieve great achievement without teachers' great guidance as well. So, teachers are demanded to constantly upgrade their skill. Firda & Khairat (2023) stated that students' learning result depends on how good the competence that the teacher owns. *Upgrading program* was founded to be answer of the need of having good-skilled teachers. *Upgrading program* facilitates the English tutor in the dormitories of Sunan Drajat to upgrade their knowledge about English. The founder of English dormitories provides some English experts to handle the programs. In that program, the English tutors are guided to learn many English materials based on the module they use to teach *santri*. Before the English tutors teach their students in dormitories, they are obligated to master the materials under English experts' guidance in *upgrading program*. There six English books used to teach in English dormitories;

Tabel 1
English Books Used in English Dormitories of Sunan Drajat

Level of English Modul	Grades	Materials
Module 1	1 st grade of junior high school	Basic reading, speaking, grammar and vocabularies
Module 2	2 nd grade of junior high school	Basic reading, speaking, grammar and vocabularies
Module 3	3 rd grade of junior high school	Intermediate reading, speaking, grammar and vocabularies
Module 4	1 st grade of senior high school	Intermediate reading, speaking, grammar and vocabularies
Module 5	2 nd grade of senior high school	Advance reading, speaking, grammar and vocabularies
Module 6	3 rd grade of senior high school	Advance reading, speaking, grammar and vocabularies

Using English book as the media to learn English really matters to meet the goal of successful learning (Akhmad et al., 2022). Therefore, English book used must have good quality. In Sunan Drajat Islamic boarding school, the English books are originally produced by the English experts who handle the upgrading program. The experts must teach and make sure all English tutors master all materials in those English books before the English tutors teach their students in the dormitories. The process of learnings is done by steps. After the English tutors finished

learning one step of module, they must do test to make sure about the quality of their understanding towards the materials to predict their readiness to teach. If they reach more than the minimum score in their test, they will get certificate of declaration that they already pass to learn that module and have capability to teach that module. After that, they are able to continue learning the next level of module. Upgrading program not only provides English lesson class to upgrade the skill of English teacher but also provides a training to make innovative and interesting teaching method. Candrasa & Cen (2023) told that there are two factors that determines the quality of students, those are internal factor and external factor. Internal factor is the factor that rises from the students' self while external factor is the factor that rises from outside of students' self. So, innovative and interesting teaching method as one of the external factors that able to help the students to achieve the great achievement. From the previous statements, it can be concluded that the factor of successful learning is not only strongminded by having teacher who has high ability in one major but also determined by the ability of teacher to make innovative teaching method.

Training to make innovative English teaching method as part of upgrading program activities

It has been commonly known that the condition of environments in classroom are able to give the effect on the students' learning result. The exciting situation of classroom can come from the method that is applied by the teacher in the classroom. One crucial thing that influences the students' interest in learning is the method of teaching owned by the teacher. The boring teaching method will bring the students down into the bad situation of learning. To avoid the unwanted condition, upgrading program tries to guide the English tutors in dormitories of Sunan Drajat to make innovative English teaching method. The process is firstly done by teaching them to make teaching lesson plan. Lesson plan is the preparation of learning materials that become the base of teaching and learning activities in the classroom. So, lesson plan takes the essential part in the teaching process (Farhang, 2023). In the process of making lesson plans, English expert who handles the group of upgrading program will give many suggestions and inspirations about interesting and innovative teaching method. After the English tutors make the English teaching lesson plan, the English expert will give some corrections about the teaching method that they will apply in the class. When the teaching methods are already well-settled, the English tutors are allowed to implement them in their own class.

Preparing English teaching media as part of upgrading program activities

After deciding what teaching method will be applied in the class, the English tutors have time to prepare the media that will be used to teach. Due to the business that the tutors of English dormitory have, they frequently do not have time to prepare the media to support their teaching performance in the class. Whereas, teaching media is the important part that will help the students in achieving the good result. The media used in the classroom assists the teacher to be more effective in delivering lessons for the students (Kandia et al., 2023). Basically, in this current modern era, the teacher should not be confused to choose teaching media due to technological advances that provide the easiness to use many applications as teaching media. Andriani et al. (2022) have proven the effectiveness of using modern teaching media such as PowerPoints and video. Unfortunately, based on the result of interview with some English tutors, they told that they are limited to use modern media in their classroom because they stay in Islamic boarding school that has rules about using gadgets. As the solution, the English tutors in Sunan Drajat boarding school tends to use authentic teaching media which encourages them to be more creative. The English experts of upgrading program permanently give endless sustenance for all English tutors to enrich their teaching media that will be used in the classroom as long as the media provide the effective way of teaching and learning.

Microteaching as part of upgrading program activities

Skill of teaching owned by teacher does not exist immediately, it is developed though practicing. Remesh (2013) defined microteaching as the way to improve teaching skill by continues practicing. He also proved in his study that microteaching is most effective and useful way to train preservice teacher's teaching skill. In upgrading program, microteaching is done regularly which aims to know how the improvement of English tutors' skill in teaching is. Based on the upgrading program schedule, microteaching takes time once in a week. Firstly, the English expert will choose the material that the tutor should present in microteaching. The tutor who gets schedule for microteaching get time to prepare the teaching method and media that they will use to teach. After microteaching done, the English expert will give some correction and suggestion about the performance of English tutors in microteaching. That correction that will absolutely drive the English tutors to develop their teaching skill. Microteaching is very beneficial to check the readiness of English tutors to teach and to correct whether the method that was chosen is appropriate to be applied or not.

Teaching evaluation as part of upgrading program activities

Lastly, *upgrading program* holds the important part to do teaching evaluation. Teaching evaluation is the activities done to solve the problems and obstacles which faced during teaching and learning process. The purpose of doing teaching evaluation is to encourage teachers for improving their teaching performances. Looney (2011) in Wene and Muljani (2020) divides the techniques for doing teaching evaluation to be four ways of evaluation. Those are the evaluation done by a supervisor, by peers, by students, and by staff or a team. The founder of English dormitories in Sunan Drajat Islamic boarding school facilitates the tutors to regularly do evaluation on their teaching performance though upgrading program by implementing evaluation by a team. A team of upgrading program carries on sharing session in every time upgrading program running. Every tutor of dormitory will share about the problems and obstacles they face during handling the class. All components of upgrading program will try to find the solution by changing teaching method or other things based on what problem they face.

The problems faced in upgrading program

Upgrading program does not always run smoothly. Even though upgrading program brings the good mission to improve the human resource, but only few people have awareness to do improvement in themselves. Sometimes, humans are too arrogant and assuming that they have been expert on one major so they are driven to be indolent to keep learning and upgrading their skill. All of English tutors stated the truth in the interview done that they sometimes feel the boredom to join upgrading program due to upgrading program is the program that is carried out continuously four times in a week. Occasionally, they need space to refresh their mind from their full schedule in dormitory. They also told that they feel difficulty to manage the time between joining upgrading program and other activities in the Islamic boarding schools. Those phenomena are contradicted with what was found by Omebe (2014) who found that lack of financial support is one of the crucial challenges to improve the human resource in one institution. This current study has proven that the problem rise in the human resource development is not always about financial problem. Self-awareness and motivation that comes from each personal does work to encourage every person to do improvement in themselves.

Conclusion

Sunan Drajat Islamic boarding school realizes about the importance of good human resource management to achieve the goal of successful learning, so many efforts done to succeed the mission in making students of Sunan Drajat Islamic boarding school capable at English. One of the components of human resources that holds the important key to achieve the aim is teacher. Many studies have been conducted to prove the relationship between quality of teachers and students' achievement. Holding the mission to improve the quality of educator in English dormitories, *upgrading program* was founded. Upgrading program facilitates the English tutors to do improvement in term of their English skill, teaching method, and teaching media. In upgrading program, the tutors also can develop their teaching skill though regular microteaching and teaching evaluation as the feedback. Through upgrading program, the English tutors in Sunan Drajat are always encouraged to upgrade themselves. This current study has described the whole activities in *upgrading program*. It is hoped that the other institutions which are willing to make a program of teacher training get the new insight and inspiration from the result of this study. The future researchers are welcomed to conduct the next study about other unique kinds of teacher training programs in other locations.

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