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HUMAN RESOURCES MANAGEMENT IN THE DEVELOPMENT OF THE ISLAMIC RELIGIOUS EDUCATION PROGRAM IN THE PENITENTIARY

Khotimatun Nisak⁽¹⁾, Akhtim Wahyuni⁽²⁾

Program Studi Manajemen Pendidikan Islam, Universitas Muhammadiyah Sidoarjo, Indonesia
chotimatun.nisa@gmail.com, awahyuni@umsida.ac.id

Abstract. The purpose of this study is to find out how the process of human resource management, inhibitors and backers in the development of the Islamic religious education program in the penitentiary. The study employs a qualitative method with a descriptive approach that describes objects related to research, data collection techniques with interviews, observation and documentation, data analysis using a triangulation to get data accuracy and correct interpretation. The results obtained in this study are the availability of human resources and the importance of attention, correctional officers are expected to be competent enough to deal with the behavior of inmates who have different cases and varying levels of emotions, as those who interact directly each day. While human resource management formations carried out by the penitentiary are still not general about the officers' ability to provide their fellowmen and religious guidance to prisoners. Among the factors involved is that the number of prisoners, officials, or officers, is no doubt an intriguing phenomenon to consider. From the study, governments and citizens are more concerned with the need for Islamic religious education for inmates so that they can better perform better, responsible and ready to return to the midst of society with confidence.

Keywords: Human Resource Management; Islamic Religious Education; Correctional Institution.

I. INTRODUCTION

Initially, the name jail was better known by the Indonesian people than the name of the penitentiary. As the era of this preparatory system became altered by the current minister of justice Dr. Saharjo with correctional system on April 27, 1964 [1]. The emergence of the concept of imprisonment is strongly related to the minimum rules of prisoner standard imposed by the United Nations to implement a more humane adoption and protect the human rights of prisoner [1]. The penitentiary has the authority and the obligation and the responsibility to manage a prisoner's life in order to encourage, treat, and humanize inmates. The goal is for inmates after exiting the penitentiary to be readjusted by society and become new humans with new law-abiding skills, skills and personalities [2]. Structurally, the penitentiary is the technical executive unit under the directorate general of the penitentiary for the ministry of law and human rights (formerly the justice department). The function of the penal system in article 2 in 1995, that is: "the correctional system serves to prepare the correctional officer in order to integrate healthy with society, thereby reacting as a free and responsible member of society." [2] Through the above explanation the correctional system was part of criminal justice system.[3]

The availability of facilities and infrastructure in the penitentiary to support inmate activities such as places of worship, libraries, sports facilities, meetinghouses, visitation places, and equipped with security tools like e-visitor's, X-ray [4] to an important point, in other instances the existence of human resources is also vital to attention. Because human resources have a special role in an educational organization that is a continuing process and coexisting with the educational process. [5] at once the key to rapid socio-economic development and efficient service delivery [6]. The human development program can run well if it is supported by reliable human resources, adequate labor, skill, and good motivation, so development is possible [6]. Therefore, training for prison officers is necessary to support human resources because they interact daily with the average prisoners of different cases and emotional levels and the officers must be prepared for the behavior of the prisoners [7]. [7] Has competence in many things such as tolerance, human rights, ethics and rehabilitation while working with diverse prison populations and managing multi-cultural and ethnic prison populations. As a host of criminals, the location of the penitentiary is usually located in the midst of residential settlements to facilitate rehabilitation, rehabilitation or assimilation to communities before they are truly free of punishment.

People outside the prison may also know that inmates in the penitentiary not only reside behind bars, but they are also built up, empowered and developed in potential, as citizens are assets of the state that can increase the economic value of the state if built up and given the opportunity to develop themselves [8]. With various activities available in the penitentiary include shaping skills or life skills such as workshops, farms, plantations, fishing dementors, nigrin knowledge and so forth, and personalizing such as religious education [9], both muslims and non-muslims who aim to prepare mentally, spiritually and socially strong inmates and also have skills.

According to G. Jhon, when convicted inmates waited for a session and were entrusted to government agencies in this correctional facility, they should know and the public should also know that they would remain there until they were legally released [10] the practice of developing human resources for prisoners was considerably helped in rehabilitating them. Rehabilitation in the form of human resource development for prisoners is not only a way to survive in prison but they can also succeed when they are released and return to society with the skills they acquired while in prison [10]. The participation of those who participate in the correctional education program can at least increase the motivation for other goals in life. Prison education should be associated with enhanced job skills, in which to be better employed and improve skills is part of the development as a person. [11] education, however, is not the only key to successful reentry into society, because the social support of the family, and mental health is equally important.[12]

Education is a fundamental need for everyone, especially muslims, since the majority of prisoners in the penitentiary are adherents of Islam. Rely on god's revelation on the letter of al-insaan (78), verse 18, which means "and they give his preferred food to the poor, the fatherless, and the captive." According to the Qurais Shihab in the interpretation of Al-Misbach, this verse illustrates how human relationships can be properly intertwined, training heart sensitivity to the environment of their people. For example by providing health and education services [13]. Feeding in these matters is not only physical or physical but also food for ruhani by providing education, guidance, and spiritual, mental, character and skill. The qur 'an has given many harsh hints about the concept of a holistic, humanizing education of man as a creation of god serving as a servant and caliph on earth [14]. Developing human potential requires not only physical education but also religious education for the spiritual well - being for life to work in harmony.

Its true education is a device to advance civilization, to develop the potential of society and to print a generation capable of doing many good things for the benefit of the people. [15], the education of Islam given to prisoners ought to be built on fundamental principles that make up their character, which is ultimately an education of Islam aimed to give understanding of the meaning of faith, science, amaliah, moral and social.[15] the opinion is reinforced by Zakiyah Darajat, who claims that islamic education is high for a mental education that will manifest in charitable works, So not only is it theoretical but itis also practical [15] armed with adequate skills, sufficient religious knowledge, positive and productive activity followed in the penitentiary, the hope is that convicts get a negative stigma on their past behavior [16] and can get together and integrate with family members and communities. Paul Kukupa in his research says, is correctional education important? [17] the assumption is that correctional education can help reduce the level of crime and recidivism. Literature shows that correctional education can change behavior, improve confidence, reduce levels of regimentals and tum offenders into law-abiding citizens when freed. [18],

The problem in the field is the lack of the availability of human resources [20] to carry out programs - the development program both quality and quantity, one of the reasons used about the lack of optimization of the rehabilitation program because it is almost all of Indonesia or nationally the number of correctional facilities is more than double [19], [20] and this is not directly proportional to the number of available officers or employees [20], it certainly is an interesting phenomenon to examine. One side of the process for rehabilitation with the concept of coaching must be met, but the underlying factors are not fully sufficient. In today's 4.0 era, with fast-growing information technology, the existence of reliable human resources will always be necessary as the age progresses [20]. Some of the things that are common indicators or theories on the management of human resources include planning, processing, coaching, performance assessment, compensation, motivation and job satisfaction, and empowering human resources [21][22], this concept of if truly carried out, what the inmates' goal of coaching the institution will be achieved.

At the time of the covid-19 pandemic, the destruction involving outsiders was essentially discontinued without time, resulting in new and deeper forms of structural damage that shaped the education and travel experiences of people in prison [22]. With the resources available, officials are forced to provide skills and personality building materials that they do not master, nor do they possess. The problem that will be raised in this study is how resource management in a 1 Surabaya class correctional institution and what its underlying

factors and constraints are. In the hope that good management of human resources will be able to contribute and support to inmates in the optimally developed islamic educational program.

II .METHOD

To answer the above problem, researchers use qualitative methods. Qualitative methods refer to textual collection and interpretation of meaning and verbal data and observation or observation to explain a reality [23]. By using a descriptive approach to explore and understand the meaning of a number of groups or individuals who are perceived to emanate from social or humanitarian issues [24] and are an attempt to find data and facts to correct interpretation. The reason researchers use a descriptive approach is because the data it gets is based on observation, interview and direct interaction with sources [25]

Primary data retrieval techniques are performed in a way:

- a. The interview is an unstructured interview in the sense that questions raised by researchers flow naturally and develop according to conditions, this is done to build emotional closeness between the researcher and the informant. Interviews were submitted to the head of the penitentiary, the head of correctional and coaching services, the coaching staff, officers, inmates, and educators outside the penitentiary.
- b. Observations were made in the way researchers studied the activity of rehabilitation of islamic religious education that was present in the surabaya class 1 correctional institution and interacted directly with the object being studied.
- c. Documenting is a collection of both written and unwritten data or facts stored in the form of photos of skill building or personality activities, articles, recordings, historical data of research objects, organization/society structures, and others relating to internal data of research objects.

Researchers take from literature studies, media reports both online and print as secondary data or backups. In order to obtain the validity of data, researchers are employing the triangulation technique of data collection by comparing and combining interview results with some informers and other data sources. Triangulation is accomplished in two ways by means of technical and source triangulation. [26] it is hoped that these comparisons will enhance the accuracy of the data. [26] because the study usually tries to process data and analyze a problem holistic and thoroughly emphasizing procedural, qualitative research that sees the relation between the more interactive and interchangeable variables of objects.

III.RESULT AND DISCUSSION

Human resource management isa process to develop, motivation and evaluate the existence of resources needed by an organization or institution [21] there are seven points of discussion that the management of human resources researchers in the penitentiary is: The planning, management of staff, employee building, employee performance assessment, compensation, work motivation and empowerment of human resources [21] [22] and anything that is both a contributing factor and a hindrance to the islamic development program in the penitentiary.

Human resource conditions in the Surabaya class 1 correctional institute currently the number of resources 167 employees with security officer propercentage 57%, administrative officer 47%. Seeing that it would be necessary to add to the number of security guards to address security and order disruptions in the penitentiary. The future needs of human resources by vectoring human resource needs that refer to the assessment of the offices and employment burden analysis of the correctional facility according to the administration (the national head of employment administration) on the administration of the implementation of the ASN (civilian personnel) needs. Estimates of human resource demand based on analysis of the position and workload analysis, available staff requests are 61. Strategy and the implementation of the search (recruitment) are done centrally through the ministry of law and human rights. Factors considered: financial growth, organizational conditions, technology. The factors considered in terms of financial growth, change in living conditions, and each year's technologies are experiencing the dynamics of change. The surabaya class 1 correctional institute continues to seek to adapt through various activities to achieve performance goals using technology for acceleration.

The process of stockmen, or the procuring of human resources, was obtained through the state department of law and human rights selection through the enlistment ministry. Governance based on basic purpose and function respectively appropriate to its field of labor arranged through the personnel management information system published in a journal as the implementation of daily tasks. As for the implementation: the

skills required to maintain integrity in the task of health and spiritual health that can operate technology technology have skills consistent with the required allocation of the ministry of law and human rights under the regulation of the Indonesian ministry of personnel and bureaucratic reform of the ministry of law and human rights. Selection is conducted transparently and accountable for all participating participants who follow the registration process as civil servants (civil servants) can know each series of easily selected results through the available website pages. The placement of the recruiting of civil servants (civil servants) in the environment of the ministry of law and ham has been set at the beginning of the fine recruiting of both positions or offices, educational qualifications and the number of necessary allocation in each labor unit of the ministry of law and Human Rights.

It may be concluded that the human resources management system in the 1 surabaya class of correctional institution is dependent on provisions established by the center through the ministry of law and human rights, such as asn admission. The establishment has no authority to determine the number of employees or officers, however many human resources must be accepted and maximized. Researchers may conclude that human resource recruiting and recruiting formations are general, not specific and their systems are centralized by the central ministry of law and ham. [10] and is generally so that the need for human resources is primarily in the field of islamic religious education, is not met.

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The placement of employees refers to the management of people in organizations effectively to improve performance and achieve organizational goals, done by selecting the best people into the organization, then developing and empowering them in office. Prospective correctional officers are willing to be posted all over Indonesia. It may be concluded that the human resources management system in the 1 Surabaya class of correctional institution is dependent on provisions established by the center through the ministry of law and human rights, such as asn admission. The establishment has no authority to determine the number of employees or officers, however many human resources must be accepted and maximized. researchers may conclude that human resource recruiting and recruiting formations are general, not specific and their systems are centralized by the central ministry of law and ham. [23] and is generally so that the need for human resources is primarily in the field of islamic religious education, is not met.

According to Bambang, as head of the correctional guide in an interview with researchers, some employees are often assigned double jobs, because there is so much to be done that there is an overlap. He added the number of employees to the number of inmates was far from the ideal, for example, 20 duty officers, guarding more than 2000 convicts. It is one of the factors that impedes the development of the coaching program because of a limited amount of power [20] [23]. The same is said by Evi as The Chief Of Personnel who provided data on the number of people in the 1 surabaya class correctional institution in 2022 was 2,450 persons of only 1,050 living capacity, thereby overturning 1,400 or 140 percent. 1,874 islamic prisoners, of course, were in desperate need of islamic cooperation and guidance. In 2022 the number of officers in the 1 surabaya class 1 correctional institute was 173 officers, with the number of 4 security teams, 1 security team was filled by 30 officers. To the experts themselves, such as psychologists or psychiatrists, however, these inmates require such services.

Education and training according to Evi, the coaching of human resources in the correctional institute includes: employee career planning, carried out through promotion proposals that have passed the developmental stages. The job performance assessment list, conducted by incidents, quarterly and yearly through the target document of employees' performance, notes of public performance based on the target of employees' performance assessments that contain the results of employees' performance and feedback from above. Reports of complaints, all forms of complaints are followed up by the various superior work-safety measures, the tools and infrastructure of firearms, the emergency response suits are filed for security.. Mutations are for employees who have qualified job competence and passed office selection. Was incidental to the needs of the allocation of the human power in the field of duty.

One of the follow-up results derived from the employee performance assessment is the employee mutation. This was done to find out the skill of the employee in finishing the job imposed on him. Development of competence in the form of educational, training, technical guidance activities at the local and central level is essential to equating perceptions and cooperation in achieving public service satisfaction. As for the

management of human resources management, of human resources development, human law and human rights (BSDM), and third assistance management of the porong sector police department, Brimob Porong and international expanded training assistance program (ICITAP). The development of the human resources found in the penitentiary in promoting Islamic religious education today is still not uncommon as to abilities in religious education.

During the two-year covid-19 pandemic all outbreaks involving outsiders have been temporarily disabled. Thus, with the resources available, officers were forced to carry out the coaching assignment. RJ claims to reform at madrasah says: "during the pandemic we conducted only a survey or a study of fellow occupants, we didn't think enough because we were still studying and needed guidance." Then dw, im, and mh the other inmates added "stress levels are also increasing because there are no family visits, no studies, no school pews, no factory workers are restricted, even many workers from home, because of the covid-19 virus" the other inmates are taking the information on it "thank god the situation and conditions have returned to normal, we can study and meet with family. But still health protocols are enforced even though there is not as much time as the pandemic, answers from mh inmates who have been following islamic institute in the madrasah." Through the humanistic realm of education, human education [14] is humanizing human beings [14] in an effort to realize the cultural values that are consistent with islamic religious values. Therefore, education in Islam in the penitentiary is a vital need to address prisoners. In the islamic concept, education becomes a primary pillar of thought, a pattern of one's attitude to be better, of an ethical or ethical character, because it is also one of the purposes of islamic education. Within the penitentiary itself, the rehabilitation program is well scheduled, and the correctional administration is conducting a cooperative effort with both foreign and private parties. According to the suas the coaching staff at a class 1 correctional institution Surabaya said that the correctional system was divided into two such as: first, the building of a personality that covers education and religious, moral, and mental guidance, the two skills that endear life skill. To make prisoners truly productive for the activities carried out in the penitentiary.

The implementation of islamic religious education is handled by four elements in the internal institutions of the penitentiary, which is responsible for the field of personality building done by the officer who performs according to his principal purposes and functions, the ministry of religions, boarding schools and foundations. Each of these elements has different methods and materials. In research conducted by fauzan on the implementation of personality coaching [27] at least teachers from the internal correctional institute can provide religious materials at 70 %, while materials on prisoners' rights and duties by 15%, the socialization materials and the society's program 15%. This would certainly be a challenge for officials to further study and pursue the education of Islam.

The internal reconstruction of the penitentiary, the ministry of religions and boarding houses was carried out in the mosque area, with material such as reading diba, istighotsah, Yasin Tahlil, litte iqra 'and others. Whereas the Islamic religious education carried out by the foundation is in separate classrooms with aqidah, fiqh, tafsir, history and semantics materials, it goes on twelve face to face in a month. The following interviews were conducted by researchers with some of the inmates who are calling IM, FR, BM and YT regarding the islamic religious development program in the correctional facility, they say with pride that "we talk about the islamic learning activities here to our families who visit, alhamdulillah with us actively participating in the activities at madrasah, in the mosque, our religious knowledge is increasing, we pray, Which was almost never done, praying prayer, reading the qur 'an, reading the translation, we were grateful for the opportunity to study religion, and this may have been the message behind us coming to a prison bm, offering his opinion on how things were going to be in the prison "there was a lot about Islam that I didn't know was, Thank god by following studies in madrasah, mosques, my religious knowledge is different.

At this point, any human status remains restored to the outward appearance that a spiritual need, an awareness of becoming a better person may need to be given support, motivation and supporting facilities. The development of human resources applies not only to correctional officers but also to inmates, it means a great deal to rehabilitate them [10] and prepare their mental faculties for society to be reinstated. The field of human resource development in the development of the islamic religious education program has been limited to the basic tools of correctional education, rather than focusing on the deepening and understanding of Islam for officials.

When it comes to performance assessments, evi notes that the performance of performance assessments of employees refers to the regulation of the minister of personnel consolidation and the six-year 2022 bureaucratic reform of civil personnel management. The performance assessments are conducted transparently and based on evidence based on a reality performance that has been made, and is done every quarter. In 2020, the surabaya stock exchange provided a clean mudflow from corruption based on the regulation of the minister of law and human rights of the republic of Indonesia no. 6 of 2020 development of the integrity zone into non-corruption and bureaucratic net and service within the ministry of law and human rights. Of course this has been a remarkable feat, it is only that the process and performance of the evaluation in the field of religious development in particular has not been going well. As to the effect of the development of Islam on prisoners,

how important the education of the penitentiary is [17], how its support as an available resource is to increase and develop qualities and quantity in the islamic religious education program, such a thing may be a concern so that the purpose of the conversion of Islam is to be consumed accordingly.

The welfare or compensation of employees is already regulated by the ministry of law and human rights that implement the remuneration system, referring to the 10-year-old minister of law and human right number 10 of 2021 on the performance benefits administration in the ministry's legal and human right environment. Such benefits were based on the individual employee's office. The employee career ranks were held objectively, with transparency and accountability through electronic systems, so that all employees had the same opportunity to improve their careers. The reward and punishment mechanism is also a consideration point for increasing the employee's career ladder. Evi adds two types of compensation or compensation: intrinsic rewards; Reward for employees whose qualifications are met as required by the organization's work unit and through the internal organizational outbond, the outbond of employees. Extrinsic rewards; Salary, meal money, performance benefits, senior year benefits, and pension funds.

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A number of stages done in the empowerment of human resources are to motivate and encourage human resources to further education with permission from organizational and stake units leaders. Planning and proposing educational and exercise needs for employees both facility and substantive. Runs the in-house training program with competent organizational unit employees and third-party sources. Much of the literature on the development, the empowerment of human resources in the penitentiary in this regard is relevant officials on health issues, laws, criminal justice, ethics and human rights. That expertise in other areas is sometimes underrated. After all officers are essential invidu in the judicial system because they consistently establish positive relationships with the inmates and support them in their rehabilitation efforts [7].

As for the inhibitory factors affecting the islamic education program in the penitentiary, researchers have found the results that there is a considerable disparity particularly in the procurement of both human resources at the time of planning, recruiting, execution and evaluation. Human resources in the penitentiary are fully governed by the center, human resources needs are not in proportion to the number of inmates, competence or kuruses the officer's quantity and quality [27], employees have not been able to cover all development programs primarily in the field of religion. According to bambang, as the head of the coaching department said that increasing human resources would require special training for officers. They must understand how the counseling techniques, the communication, the basic intelligence skills, the ability to become an asset, even a climb, because almost all officers have not yet acquired the competence and they are self-taught. Bambang added conditions in the field that occurred was that one officer guarded nearly six hundred people in one block, while the residents of the penitentiary were outnumbered by two thousands, so unbalanced, that even some officers received a double commission.

The process of assessing, the coordination of a sub-department or labor unit in the penitentiary for improving islamic religious education to an extent that policymaking and regulation in the development program has not been done to a maximum. This activity should be Shared by involving stake holder, teachers, institutions or institutions outside the penitentiary that participate in the process and execution of rehabilitation, so that what is the purpose of the rehabilitation of prisoners can be realized and consistent with the vision and mission of the penitentiary. And it can't be done only once or twice, but it goes on continuously, over and over, so it can be known to the extent of the impact or implications and the results of personalizing as well as teaching skills on inmates.

The supporting factors for the islamic religious education prgram are the institutions that have provided adequate means and infrastructure such as mosques, madrasahs, and libraries with a sizable collection of books. The complicity of the officer and the convict involved in the coaching activity is already in existence, for according to the coaching procedure, every outside teacher must have a chaperone. The fact that researchers were observing in the field, when the process of teaching at madrasah such as teachers was simply delivered to class then officers moved on to other jobs. It does not fit the basic purpose and function of an employee, the problem is the limitation of human resources that is the major factor. So the development of the quality and quantity of the development did not go as expected. There has been an effort by the penitentiary to collaborate with outsiders on the islamic religious education program with foundations, ministry of religions and boarding

houses, only assessments on its effectiveness, its implications and development have not been paid much attention.

IV. CONCLUSION

The study focuses on the management of human resources in the development of the Islamic education program in the 1 Surabaya class penitentiary which results in the process of human resource management in the correctional facility from planning, recruiting employees, officers all centered on the ministry of law and human rights. Acceptance of prospective employees is based on common criteria such as ASN acceptance that no human resources specifically handles religious reform. While the majority of inmates in the penitentiary are Muslim. On other human resource management mechanisms such as employee building, performance assessment, well-being, motivation and work satisfaction and resource leads to general criteria. It refers to the minister of staffing of personnel.

The inhibitors to the development of the Islamic religious education program at the Surabaya class 1 correctional society as uncoordinated between the number of officers and inmates, resulting in many officers who double job. Officials also lack the competence to assist and guide prisoners in the field of Islamic religious education when those with links to the inmates. Development and training for employees and officers is more general, with nothing specific to develop Islamic religious education programs. Another obstacle factor is that many inmates themselves are not cooperative with Islamic religious training and training programs. Though there were rules and became one of the prerequisites for applying for parole and the assimilation of more prisoners spent time sitting in the cage and pondering their fate. The supporting factors are the tools and infrastructure for the educational activities of Islam that are already available such as libraries, mosques, and madrasa. There is a cooperative effort carried out by the human institutions with some government and private institutions, which, to some extent, help to limit human resources in the field of religious education. Hopefully, the government in this regard, as policymakers and correctional institutions, which are authorized to perform the functions of the penitentiary, is more concerned about prospective employees that emphasize not only the general criteria but also the specific criteria that lead to a religious education of prisoners, in view of the majority of prisoners with Islamic concerns. Maintaining regular, ongoing coordination and evaluations with external entities that are currently collaborating so that they can be seen to what extent the effectiveness of the Islamic religious education program is consistent with the purpose or vision of the penitentiary mission. Based on what researchers have learned in the field, it shows that the management of human resources is an important aspect of organizational or institutional activities. A broad range of good programs cannot run well and hit specific goals unless it is supported by reliable human resources.

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