The Role of Artificial Intelligence in Optimizing Human Resource Management in Islamic Educational Institutions

Duwi Habsari Mutamimah[1], Binti Maunah[2]

[1]Sekolah Tinggi Agama Islam Nahdlatul Ulama Pacitan
[2]Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung

[1]duwihabsari@gmail.com, [2]bintimaunah@uinsatu.ac.id

Abstract: Islamic educational institutions encounter significant challenges in human resource management due to the rapid advancement of digital technology. To enhance quality and efficiency, these institutions must embrace innovative solutions, particularly the integration of artificial intelligence (AI) within the context of the Industrial Revolution 4.0. This research aims to explore the potential applications of AI in human resource management (HR) specifically within Islamic educational settings, while also identifying the opportunities and challenges associated with its implementation. Utilizing a qualitative approach through a comprehensive literature review, this study collects data from secondary sources to identify key themes and gaps in existing literature, ultimately formulating recommendations for effective AI integration. The findings reveal that AI can significantly improve operational efficiency, facilitate data-driven decision-making, and enhance the professional development of staff in Islamic educational institutions. However, challenges such as resistance to change and limited resources must be addressed. The strategic implementation of AI can foster an environment conducive to the professional growth of educators, aligned with Islamic values. This research not only provides valuable insights into the role of technology in HR management but also emphasizes the necessity for further studies to explore additional dimensions of AI application in educational contexts. Ultimately, this study enriches the understanding of AI's role in HR management within Islamic educational institutions and serves as a reference for administrators seeking to adopt advanced technological solutions.

Keyword: Artificial Intelligence, Human Resource Management, Educational Institutions

1. Introduction

Islamic educational institutions are facing increasingly complex challenges in managing human resources (HR) in line with the rapid development of digital technology.[1] Effective HR management is essential in ensuring the success of educational institutions, both in terms of recruitment, employee development, and performance evaluation. However, many Islamic educational institutions still use conventional methods that are fully capable of answering the needs of the times.[2] Di era Revolusi Industri 4.0, di mana teknologi seperti kecerdasan buatan (AI) memainkan peran penting dalam transformasi berbagai sektor, lembaga pendidikan Islam juga perlu

mengadopsi solusi yang lebih maju untuk meningkatkan kualitas dan efisiensi manajemen SDM mereka.[3]

AI offers a wide range of solutions that have been widely applied in various sectors to optimize HR management.[4] In the context of recruitment, AI enables a faster and more accurate candidate screening process through big data analysis.[5] In the field of employee development, AI can be used to design personalized training programs based on individual needs. In addition, in performance evaluation, AI technology enables real-time monitoring and analysis of performance data, which supports data-driven decision-making.[6] A number of studies have confirmed that AI can improve operational efficiency and improve the quality of managerial decisions in the education business sector.[7] However, research related to the application of AI in human resource management in Islamic educational institutions is still very limited.[8]

Several existing studies have focused on the application of AI in education in general, especially in secular or non-religious institutions. Researchers have previously discussed the potential of AI in terms of teacher performance management, providing recommendations, needs-based training, and optimizing administrative processes. However, studies that focus on Islamic educational institutions and the unique challenges they face in the application of AI are still rarely found. In addition, there has been no comprehensive study that reviews specific obstacles, such as limited technological resources and organizational culture, in the context of Islamic educational institutions.

Therefore, this study aims to fill this gap by exploring the potential application of AI in human resource management in Islamic educational institutions. This research not only seeks to identify the opportunities that AI offers, but also the challenges that may arise during implementation. By proposing strategic recommendations, this research seeks to make a significant scientific contribution in supporting the improvement of the quality of Islamic education through the adoption of advanced technology. This research is expected to open new horizons for the development of more effective and efficient human resource management in Islamic educational institutions, as well as become an important reference for future policymakers.

2. Method

This study uses a qualitative approach with a literature review method to explore the potential application of artificial intelligence (AI) in human resource management in Islamic educational institutions. [9, p. 70] Literary Studies was chosen because it allows researchers to comprehensively collect and analyze relevant literature. The focus of this design is to identify relevant concepts, theories, and previous research results related to the use of AI in the context of human resource management in educational institutions, especially Islamic educational institutions.

Data collection was carried out through a literature process, where researchers identified articles and books that were relevant to the topic of the application of AI in human resource management in Islamic educational institutions. This literature was selected to discover the various approaches that have been applied by research institutions, as well as the challenges and opportunities faced. Inclusion criteria in the

selection of literature include research published in the last 5 years, relevance to the topic, and validity of the source.

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The collected data was analyzed using the content analysis method. The research reads and analyzes the content of the literature to identify key themes related to the application of AI in HR.[10, p. 35] This analysis includes grouping studies based on the methodology used, key findings, and recommendations given by previous researchers. The main focus of the analysis is to identify gaps or shortcomings in the existing literature, as well as to develop new insights into how AI can be applied more effectively in Islamic educational institutions. The results of this analysis are then synthesized to formulate conclusions and recommendations for further research.

3. Results

3.1. The role of AI in Human Resources

AI is important for Islamic educational institutions that have limited resources. According to Haris et al. The use of AI can reduce administrative burden by up to 50 %.(Haris et al., 2024) Additionally, Anderson noted that AI can also improve the efficiency of the recruitment process by filtering and analyzing candidate data more quickly and accurately, allowing institutions to recruit high-quality teachers. Additionally, AI allows educational institutions to personalize training and development based on the analysis of individual performance data. This is supported by UNESCO, which highlights the importance of AI in identifying specific training needs. Meanwhile, Davenport and Ronanki point out that AI plays a role in strategic decision-making in human resource management, helping organizations plan their talent needs more accurately. However, Davis noted that despite the many benefits that AI offers, there are still challenges in the application of AI in educational institutions, such as resistance to change due to staff and infrastructure limitations. Therefore, educational institutions need to develop effective strategies to overcome these obstacles, such as improving the digital literacy of their staff. In the context of this study, some important aspects of the application of artificial intelligence (AI) in optimizing human resource management in Islamic educational institutions will be outlined in the following table:

Table 1. Important aspects of applying AI to HR

Aspect	Description
Human resources administration automation	AI automates administrative tasks such as attendance data management, payroll, and staff performance evaluation, reducing administrative workload.

Optimization of the recruitment process	AI increases efficiency and accuracy in the recruitment process by filtering and analyzing candidate data, reducing bias.
Pengembangan dan pelatihan karyawan yang lebih disesuaikan	AI personalizes employee training and development based on analysis of individual performance data, identifying specific needs
Make the right decisions based on data	AI supports strategic decision-making by analyzing real-time data and providing predictions of future HR needs.

First; automation of human resource administration. Artificial intelligence (AI) plays a major role in automating various administrative tasks that were previously performed manually by HR management staff.[11] Haris et al show that AI can reduce administrative workload by up to 50%. In Islamic educational institutions, AI enables automated management of staff attendance, payroll and performance evaluation data, giving teams more time to focus on strategic planning.[12] Additionally, AI can help in analyzing the professional development needs of educators based on their performance. From the perspective of Islamic figures such as Al-Ghazali, self-development and knowledge are an integral part of the educational process.[13] By leveraging analytical data, Islamic educational institutions can design personalized training programs, enabling educators to continually develop according to their needs and the challenges they face..[14]

By leveraging analytical data, Islamic educational institutions can design personalized training programs, enabling educators to continually develop according to their needs and the challenges they face.[15] Anderson in his book Muktamar found that AI can assess candidates based on certain criteria such as experience and qualifications, reducing bias in the selection process.[16, p. 64] This allows Islamic educational institutions to recruit candidates who best suit the institution's needs objectively and more quickly. Artificial intelligence (AI) can play an important role in increasing the efficiency of the employee recruitment and selection process in Islamic educational institutions. In the perspective of Islamic figures such as Ibn Khaldun, the importance of selecting individuals who are competent and have integrity in leadership and teaching is emphasized.[17, p. 45] By using AI algorithms to filter and analyze candidate data, educational institutions can quickly identify candidates who fit the values and vision of Islamic education, while minimizing bias in the selection process.[18]

Third; more customized employee development and training. AI enables personalization of workforce training and development. Based on a UNESCO study, AI can identify specific areas where employees need further training and design training programs to suit individual needs.[19] In Islamic educational institutions, this approach can increase the competence of teaching staff in facing the development of modern education.[20] Al-Ghazali, in a quote from Azhari and Mustapa, argues that self-development and knowledge are fundamental aspects of education.[21] With this approach, Islamic educational institutions can improve the competence of teaching staff in facing the development of modern education.[22] Tailored training also helps educators to better understand and implement Islamic values in their teaching processes.

Four; Make the right decisions based on data. Davenport and Ronanki emphasized that AI supports strategic decision-making in the field of HR management.[18] By analyzing real-time data, AI provides predictions that help institutions plan future human resource needs, including allocating resources and developing the skills of teaching staff.[3] This approach is very much in line with the leadership principles of Umar bin Khattab, who is known for his managerial policies based on analysis and observation. In history, Umar was known for an effective data and information management system, such as using records to monitor people's conditions and their needs.[23] By utilizing data analyzed by AI, Islamic educational institutions can make more precise and accurate decisions, which are in line with the needs of the institution and the challenges it faces.

3.2. Challenges of implementing AI in Islamic educational institutions in HR Management

3.2.1. Resistance to Change Is Wrong

The main challenge in implementing AI in Islamic educational institutions is resistance to change from institutional staff and administrators.[24] This is often caused by a lack of understanding of new technology and how AI can improve the educational process.[18] To overcome this challenge, educational institutions need to conduct training and outreach programs that explain the benefits of AI and how to implement it effectively.[25]

3.2.2. Source Limitations

Resources Many Islamic educational institutions, especially those in remote areas, face limited resources, both in terms of finances and technological infrastructure. According to UNESCO to implement AI effectively, educational institutions need investment in IT infrastructure and staff training.[19] This can be a barrier for institutions that do not have sufficient funds or facilities to implement this technology. In this context, Umar bin Khattab's principles that encourage efficient resource management can be a guide for finding innovative and affordable solutions.[23]

3.2.3. Implementation Ethics and Privacy Issues

AI in education also faces challenges related to ethical issues and data privacy. Collection and analysis of student data for the purposes of personalizing learning must be carried out in compliance with ethical principles, including the protection of personal datai.[7] In the Islamic context, Imam Al-Ghazali once emphasized the importance of maintaining justice and integrity in social interactions.[13] Therefore, Islamic educational institutions need to develop clear policies regarding data use and privacy to ensure that technology is used in an ethical manner and in accordance with Islamic principles.Keterbatasan Literasi Digital

Many educators in Islamic educational institutions may not have sufficient digital literacy to integrate AI into the learning process and HR management. As Ibn Khaldun emphasized the importance of education and capacity building, educational institutions should prioritize digital literacy training for their staff..[26] This can include training on

how to use AI tools and digital applications to support teaching and management.(Shodiqin et al., 2024)[25]

3.2.4. Effective Curriculum Integration

Another challenge is the integration of AI in existing curricula. Islamic educational institutions must ensure that the use of AI does not conflict with Islamic values and principles.[27] Therefore, there needs to be collaboration between technology experts, educators and religious leaders to formulate appropriate integration strategies. This is in line with Imam Malik's thoughts, who emphasize the importance of balance between world knowledge and religion.**Discussion**

3.3. The role of AI in Human Resources

3.3.1. Human resources administration automation

In the current digital era, artificial intelligence (AI) has become an important tool in optimizing human resource (HR) management in Islamic educational institutions. One of AI's significant contributions is in administrative automation, where various tasks that previously required time and human effort can now be carried out with greater efficiency.[7] Research conducted by Haris et al. shows that implementing AI can reduce administrative workload by up to 50%. This opens up opportunities for management teams to shift their focus from routine tasks towards more critical and impactful strategic planning.[12]

Research conducted by Haris et al. shows that implementing AI can reduce administrative workload by up to 50%. This opens up opportunities for management teams to shift their focus from routine tasks towards more critical and impactful strategic planning.[4] In the context of Islamic education, figures such as Al-Ghazali underline the importance of self-development and knowledge as part of the educational process. In this case, AI can act as an effective tool for designing more personalized training programs.[21] By utilizing data analytics, Islamic educational institutions are able to create programs that suit the specific needs of educators, helping them face existing challenges and encouraging continued professional growth.

Overall, the integration of AI in HR administration not only increases operational efficiency, but also strengthens the commitment of Islamic educational institutions towards developing educator competencies. This is in line with the principles of Islamic education which emphasize the importance of knowledge and self-development in achieving holistic and relevant educational goals.

3.3.2. Optimization of the recruitment process

Artificial intelligence (AI) plays a crucial role in improving efficiency and accuracy in the recruitment process in Islamic educational institutions. One of the main advantages of implementing AI is its ability to screen candidates more objectively, based on predefined criteria, such as work experience and educational qualifications. That this

approach can significantly reduce bias in selection, which often arises due to subjective factors.[28]

AI technology, which can be developed into Islamic educational institutions, can speed up the recruitment process and be more effective in finding individuals who best suit the needs of the institution. This process not only increases efficiency but also ensures that the selected candidates have the competence and potential to make a positive contribution to the educational mission being promoted. In the context of Islamic education, the views of figures such as Ibn Khaldun are very relevant.[26] He emphasized the importance of selecting individuals who have integrity and the ability to carry out leadership and teaching duties. With the help of AI algorithms, educational institutions can more quickly identify candidates who align with the values and vision of Islamic education. Additionally, this data-driven approach allows institutions to make more informed decisions, which further contributes to the formation of teaching teams of quality and integrity.[6]

Overall, the use of AI in the recruitment process not only speeds up and simplifies selection steps, but also ensures that Islamic educational institutions can meet the challenges of obtaining competent human resources and in accordance with the principles of Islamic education. In this way, AI supports the creation of better and more effective educational environments, in line with holistic educational goals.More customized employee development and training

3.3.3. Employee development and training

Based on artificial intelligence (AI) offers an innovative approach in improving the competency of teaching staff in Islamic educational institutions.(Asnawi, 2024) With its analytical capabilities, AI can accurately identify specific training needs for each individual, enabling the creation of personalized development programs. According to research conducted by UNESCO, this approach not only increases the effectiveness of training but also encourages the development of skills relevant to the demands of modern education.[19]

In the context of Islamic education, the application of this adapted training method is in line with the principles taught by Al-Ghazali, who emphasized the importance of self-development and knowledge as the main pillars in education. By emphasizing professional competence and a deep understanding of Islamic values, educators will be better able to adapt their teaching strategies to student needs and dynamic curriculum developments. In addition, this approach encourages educators to not only be teachers, but also as mentors who are able to integrate Islamic values in every aspect of the learning process.[8]. Through training that is focused and tailored to individual needs, Islamic educational institutions have a great opportunity to create a more holistic and relevant learning environment for students in this modern era.Pengambilan 4. the right decision based on data

Data-driven decision making is becoming increasingly critical in human resource management, especially with the support of artificial intelligence (AI).[18] As stated by Davenport and Ronanki, AI facilitates strategic decisions through real-time data analysis.

This allows educational institutions, including Islamic educational institutions, to plan human resource needs more effectively, both in allocating teaching staff and in developing their skills in the future.This approach is in line with Umar bin Khattab's leadership style, which emphasizes the importance of data management and decision making based on observations and facts.[23] Umar was renowned for his systematic administrative system, including comprehensive recording and reporting to monitor people's welfare and meet their needs. By applying AI technology, Islamic educational institutions can emulate these principles, using data to more accurately assess institutional needs and design policies that suit the challenges they face. AI not only speeds up the analysis process, but also provides deeper insight into trends and developments, so that institutions can make more informed, responsive and sustainable decisions in managing their human resources. This approach helps ensure that managerial decisions are aligned with the institution's strategic vision, along with the Islamic values espoused.[18]

Overall, AI supports the achievement of Islamic education goals that are holistic and relevant to the challenges of the digital era, strengthen human resource management, and increase the competency of artificial intelligence (AI) personnel. It plays an important role in optimizing human resource management (HR) in Islamic education institutions in facing educational developments modern.[7] AI supports administrative automation, facilitating tasks such as payroll, performance evaluation, and attendance data management, so that HR management can focus more on critical strategic planning. Additionally, AI increases efficiency and objectivity in the recruitment process by screening candidates based on certain criteria, reducing bias, and ensuring selected candidates comply with Islamic principles.[29] AI also plays a role in employee development and training, enabling a personalized approach based on individual needs. This is in line with the principles of Islamic education which emphasize the importance of self-development and knowledge. With AI-powered data-based decision making, institutions can better plan HR needs and make more accurate strategic decisions, as exemplified by Umar bin Khattab's leadership.[23]

Overall, AI supports the achievement of Islamic education goals that are holistic and relevant to the challenges of the digital era, strengthen human resource management, and increase the competence of teaching staff in facing the development of modern education.

3.4. Challenges of implementing AI in Islamic educational institutions in HR Management

The challenges of implementing artificial intelligence (AI) in Islamic educational institutions are also closely related to human resource management (HR), which includes aspects of staff management, competency development and strategic planning. The following is an analysis of the relationship between these challenges and HR management:[30]

3.4.1. Resistance to Change in HR ManagementIn

HR management, resistance to chage often occurs when organizations try to adopt new technologies, such as AI. Islamic education administrators and staff may be worried that

AI will replace their roles or change work dynamics. This is where the importance of transformational leadership and change management. Comprehensive training and outreach programs, emphasizing how AI can strengthen and facilitate their roles, are urgently needed. Knowledge of the benefits of AI in administrative and learning tasks can reduce anxiety and increase staff readiness to adapt to innovation. Thus, this change will strengthen HR management by creating a more flexible and technology-oriented workforce, while remaining in line with the Islamic values espoused.

3.4.2. Limited Resources and Human Resource Management

Limited resources, both financial and technological infrastructure, also have an impact on human resource management in Islamic educational institutions.[31] In this case, effective HR management requires strategic planning that can maximize existing resources to support staff training and development. Umar bin Khattab's principles regarding efficiency in resource management can be a guide in finding affordable and innovative solutions.[23] For example, institutions can seek partnerships with external parties to provide AI-based training or use AI platforms that do not require large infrastructure investments.[31] By managing human resources efficiently, educational institutions can continue to develop the competence of their staff even with limited budgets.

3.5. Ethics and Privacy Issues in HR Data Management

In the context of HR management, the use of AI also raises ethical issues, especially regarding data privacy.[7] Collection and analysis of employee data for the purposes of performance assessment or development of personalized training must be carried out with due regard to ethical principles. HR managers in Islamic educational institutions must adopt policies that are in accordance with Islamic values, as taught by Imam Al-Ghazali, who emphasized the importance of maintaining integrity and justice..[32] Through clear and transparent policies, institutions can ensure that employee and student data is managed responsibly, adheres to strict ethical standards, and protects their privacy rights.

3.5.1. Limitations of Digital Literacy and HR Competency Development

Human resource management in Islamic educational institutions must also overcome the limitations of digital literacy among teaching staff. Ibn Khaldun emphasized the importance of education and continuous capacity development, which is relevant in this context. To be able to utilize AI effectively, educators must have sufficient digital skills.[18] Therefore, digital literacy training for staff must be a priority in human resource development. HR management must design professional development programs that provide the technical skills necessary to integrate AI into teaching and management, so that staff can adapt to technological changes while adhering to the principles of Islamic education.[7]

3.5.2. Effective Curriculum Integration and the Role of Human ResourcesThe integration of

AI into the curriculum also requires the involvement of HR management, especially in ensuring that teaching staff have the necessary competencies to implement this technology without ignoring Islamic values..[27] Imam Malik teaches a balance between world knowledge and religion, so HR management needs to develop training strategies that do not only focus on technical aspects, but also consider spiritual values.[33] This includes ensuring that AI is used to support religiously relevant and in-depth learning methods, as well as establishing staff who are able to combine technical skills with a strong understanding of Islam..[30]

Overall, HR management in Islamic educational institutions must utilize AI to strengthen staff competency, support data-based decision-making processes, and encourage efficiency in resource management. By combining modern technology and Islamic values, HR management can direct educational institutions in a more adaptive and relevant direction in the digital era.

4. Conclusion

The conclusion of this research shows that the application of artificial intelligence (AI) in human resource management (HR) in Islamic educational institutions has great potential to increase operational efficiency, data-based decision making, and develop staff competency. However, the challenges faced, such as resistance to change, limited resources, ethical and privacy issues, and digital literacy, need to be overcome with appropriate management strategies. By utilizing AI wisely, Islamic educational institutions can create an environment that supports the professional development of educators, in line with Islamic principles. This research contributes to the understanding of how technology integration can strengthen HR management in the context of Islamic education, and suggests the need for further research to explore other aspects of the application of AI in education.

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