

Strategies for Improving Permanent Employee Performance at Al Ihsan Boarding School Riau

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Abstract. *Employee performance is a key factor in determining the success and effectiveness of an organization, including Islamic boarding school-based educational institutions such as the IBS Riau Islamic Boarding School. In the context of human resource management, performance not only reflects an individual's ability to perform tasks but also illustrates the extent to which organizational goals can be optimally achieved. However, in recent years, the IBS Riau Islamic Boarding School has faced challenges in the form of declining performance among permanent employees, which has had a direct impact on organizational effectiveness. The Al-Ihsan Waqf Foundation, which oversees the IBS Riau Islamic Boarding School, saw a significant decline in performance from 2020 to 2024. The average employee performance score, which initially reached 86 in 2020, decreased to 77 in 2023. The percentage of employees with "very good" performance also fell from 48% to only 30% during the same period. Furthermore, attendance discipline levels decreased from 95% to 87%, and employee job satisfaction decreased from 82% to 71%. To determine the appropriate strategy for improving the performance of permanent employees at the Al Ihsan Boarding School in Riau, the author used the SWOT analysis method. The research results show that Factors that influence the performance of permanent employees at the Al Ihsan Boarding School, Riau Employee performance is still influenced by morale, discipline, workload, reward systems, competence, and interdepartmental communication and coordination. Decreased performance is evident in late assignments, decreased productivity, and reduced service quality. Methods used to improve the performance of permanent employees at the Al Ihsan Boarding School in Riau The institution implements regular evaluation and coaching, improved communication and coordination, training, awards or incentives, a harmonious work environment, and workload adjustments to maintain employee motivation, discipline, and productivity. Effective performance improvement of permanent employees at the Al Ihsan Boarding School, Riau These strategies have proven effective in increasing employee motivation, self-confidence, and teamwork, thus having a positive impact on achieving institutional targets and the quality of service to students, guardians, and related parties.*

Keywords: *Al Ihsan Boarding School; Employee Performance; Improvement; Riau; Strategy.*

1. Introduction

Employee performance is a crucial factor in determining the success of an organization. In the context of educational institutions such as Islamic boarding schools, permanent employees play a crucial role in supporting the implementation of learning programs, administration, and ongoing student services. Permanent employees are expected to demonstrate commitment, dedication, and consistent performance over a long period. However, in reality, productivity often declines among long-serving employees, which can directly impact organizational efficiency (Simamora, 2006).

At the IBS Islamic Boarding School in Riau, there are signs of declining performance among permanent employees. This is evident in increased tardiness, reduced initiative at work, low participation in development activities, and a decline in enthusiasm for innovation in the boarding school's programs. Some administrative and operational tasks that previously ran smoothly are now frequently delayed or not completed optimally. Based on initial interviews with several unit leaders and internal staff, it emerged that work burnout, lack of appreciation, weak inter-line communication, and a lack of regular evaluations are the main factors contributing to this phenomenon (Robbins & Judge, 2013).

According to internal data from IBS Riau Islamic Boarding School employees in 2024–2025, of the 107 permanent employees, approximately 40% experienced a decline in performance, as evidenced by work discipline records, inconsistent attendance, and stagnant work evaluation results over the past two years. As a result, the workload becomes unbalanced and causes inconsistencies in the implementation of organizational tasks. This phenomenon requires serious attention because it risks disrupting a productive work culture and impacting the overall effectiveness of the Islamic boarding school in achieving its vision and mission (Torrington, Hall & Taylor, 2008).

Based on the performance theory proposed by Gibson, Ivancevich, and Donnelly (1997), there are three main factors that influence performance: individual ability, motivation, and perspective on work roles. If any of these three elements are affected, performance will decline. Furthermore, according to Richard M. Steers (1985), organizational effectiveness theory highlights the importance of a balance between organizational goals, human resources, and working conditions. If employees do not feel respected or do not have opportunities for development, their contribution to organizational goals will also decline.

A study by Hasibuan (2019) indicated that declining employee performance in educational institutions is caused by weak reward systems and minimal training for competency development. A study by Rahmawati (2021) in Islamic boarding schools (*pesantren*) showed that employee performance is significantly influenced by the work climate, employee interactions, and leadership quality. The findings of these studies reinforce the need for a more in-depth analysis of the causes and consequences of declining performance on

organizational effectiveness, particularly in Islamic boarding schools, which have different work dynamics than other institutions.

Employee performance is a key factor determining the success and effectiveness of an organization, including Islamic boarding school-based educational institutions like the IBS Islamic Boarding School in Riau. In the context of human resource management, performance reflects not only an individual's ability to perform tasks but also the extent to which organizational goals can be optimally achieved. However, in recent years, the IBS Islamic Boarding School in Riau has faced challenges in the form of declining performance among permanent employees, which has directly impacted organizational effectiveness. can be seen in follows:

Based on is known that the Al-Ihsan Waqf Foundation, which oversees the IBS Riau Islamic Boarding School, experienced a significant decline in performance from 2020 to 2024. The average employee performance score, which initially reached 86 in 2020, dropped to 77 in 2023. The percentage of employees with "very good" performance also dropped from 48% to just 30% during the same period. Furthermore, attendance discipline decreased from 95% to 87%, and employee job satisfaction decreased from 82% to 71%.

This phenomenon indicates fundamental problems in human resource management, particularly in terms of motivation, workload, work environment, and the reward system in Islamic boarding schools. This decline in performance not only impacts individual productivity but also has the potential to reduce the effectiveness of the organization as a whole. In the context of Islamic educational institutions, this could lead to a decline in the quality of educational services and an imbalance between the institution's spiritual and professional vision.

Therefore, an in-depth analysis is needed to determine the factors causing the decline in permanent employee performance and how this impacts organizational effectiveness. This research is expected to provide a comprehensive understanding of the internal and external aspects that influence employee performance. The results can serve as a basis for the leadership of the IBS Riau Islamic Boarding School in formulating strategic policies to improve performance and strengthen organizational effectiveness in the future.

Considering the symptoms of declining performance at the IBS Islamic Boarding School in Riau and the significant role of permanent employees in maintaining organizational stability and effectiveness, in-depth research is needed to analyze the factors causing the declining performance of permanent employees and its impact on organizational effectiveness. The findings of this study are expected to serve as a reference in formulating more responsive, efficient managerial policies focused on improving institutional quality.

2. Research Methods

This research uses a qualitative approach with a case study. This approach was chosen because it aims to deeply understand the phenomenon of declining performance among permanent employees and its impact on organizational effectiveness in a real-world context, namely the IBS Islamic Boarding School in Riau.

According to Creswell (2016), qualitative research provides space for in-depth exploration of complex social phenomena, by highlighting the meanings formed by individuals in their environment.

3. Results and Discussion

3.1. Analysis of Factors Influencing the Performance of Permanent Employees at the Al Ihsan Boarding School in Riau

An analysis of factors influencing employee performance was conducted to determine the internal and external conditions that influence the quality and productivity of employee work at the Al Ihsan Boarding School in Riau. This analysis aims to identify factors that support and hinder employee performance, allowing appropriate strategies to be formulated to improve their performance.

Through a SWOT analysis, researchers examined four important aspects: strengths, weaknesses, opportunities, and threats. Strengths and weaknesses reflect internal organizational factors, while opportunities and threats represent external factors that influence the employee work environment. The identification of these factors serves as the basis for formulating a systematic performance improvement strategy that is relevant to the institution's needs.

1. Strength

The strengths in this study are internal factors possessed by the Al Ihsan Boarding School in Riau, which serve as advantages and important assets for improving the performance of permanent employees. These strengths positively influence the effectiveness of work implementation and support the achievement of the institution's goals. Some of the key strengths identified in this study include:

a. High Discipline Culture

The deeply ingrained culture of discipline within the Islamic boarding school environment encourages employees to work in an orderly, focused manner, and in accordance with established operational standards. This creates orderliness and increases productivity.

In this case, the researcher conducted an interview with the head of human resources. He said that:

*"At this Islamic boarding school, work discipline is a core culture. Everything from working hours and attendance to task allocation and daily evaluations is always carried out to ensure all employees adhere to the rules."*Results of the Researcher's Interview with the Head of Human Resources)

This shows that discipline is an important asset in maintaining the stability of employee performance.

b. Employee Loyalty and Commitment

Employees' sense of belonging and emotional attachment to the institution motivates them to work with full responsibility and dedication. This loyalty is crucial for maintaining organizational stability and minimizing employee turnover.

In this case, the researcher conducted an interview with a permanent employee and he said that:

"We feel like we're part of the Islamic boarding school family, so there's a sense of belonging that keeps us committed to serving here."(Results of Researcher Interviews with Permanent Employees)

This confirms that employee loyalty is a major force in reducing turnover rates and maintaining work continuity.

c. Clear Leadership System and Organizational Structure

A well-organized organizational structure and clear division of tasks make work coordination more effective. Firm and directed leadership also helps create a controlled and organized work environment.

In this case, the researcher conducted an interview with the administration or head of the dormitory. He said that:

"The organizational structure is clear, and each department has its own responsibilities and standard operating procedures. This simplifies coordination and avoids overlapping work."(Researcher Interview with the administration or dormitory head)

With a strong structure, work implementation becomes more focused and effective.

d. There is regular coaching and evaluation

Regular coaching and evaluation activities help employees address deficiencies, develop competencies, and enhance work motivation. This program supports the continuous improvement of human resource quality.

In this case, the researcher conducted an interview with the administration or head of the dormitory. He said that:

"Every week, we conduct evaluations and coaching to monitor progress, identify challenges, and develop improvement plans. This helps boost employee motivation and professionalism."(Results of Researcher's Interview with the administration or dormitory head)

The ongoing development program is a force that supports the improvement of human resource quality.

e. A Religious and Conducive Work Environment

A working atmosphere based on religious values provides comfort and tranquility, thus encouraging employees to work more sincerely, focused and professionally.

In this case, the researcher conducted an interview with the Head of the Islamic Boarding School. He said that:

"A religious work environment makes us comfortable, calm, and motivated to work better."(Results of Researcher Interviews with Islamic Boarding School Leaders)

A positive work environment influences work enthusiasm and productivity.

Based on interviews with the head of human resources, permanent employees, dormitory heads, and institutional leaders, researchers concluded that the Al Ihsan Boarding School in Riau possesses several internal strengths that support efforts to improve the performance of permanent employees. These strengths include a strong work discipline culture, where discipline is a key element in carrying out tasks, creating order and increasing productivity. This is supported by the head of HR's statement that discipline is implemented from working hours, attendance, task allocation, to daily evaluations.

Furthermore, employee loyalty and commitment to the institution are also important strengths, as a sense of belonging encourages employees to work responsibly and with high dedication. This was confirmed by a statement from one permanent employee who said they felt like part of the Islamic boarding school family. Another strength is the clear leadership system and organizational structure, which makes work coordination more effective and focused, as stated by the administration department regarding the clarity of task division and standard operating procedures (SOPs).

Another strength is the regular coaching and evaluation activities that help boost motivation and continuously improve the quality of human resources. Furthermore, a religious and conducive work environment is also a key support, as a comfortable work environment based on religious values fosters peace and enthusiasm for work.

Thus, it can be concluded that the internal strengths of Islamic boarding schools in the form of a culture of discipline, employee loyalty, a clear leadership system, routine coaching, and a religious work environment are strategic assets in supporting the improvement of the performance of permanent employees at the Al Ihsan Boarding School Islamic Boarding School in Riau.

2. Weakness

Weaknesses are internal factors that act as obstacles or barriers to improving the performance of permanent employees. These factors need to be addressed to ensure optimal and sustainable performance improvement strategies. Based on interviews, the weaknesses identified at the Al Ihsan Boarding School in Riau include:

a. Lack of Training and Competency Development Programs

Training and workshops to improve employee professional skills are not provided routinely and in a structured manner. This often results in employees working solely on experience without updating their knowledge and skills.

Several employees said that training activities had not been carried out regularly and were still limited.

"We rarely attend training or workshops to improve our skills. So sometimes we just work based on experience."(Results of Researcher Interviews with Permanent Employees)

b. Unstandardized Performance Appraisal System

The lack of standard performance evaluation instruments means that the assessment process remains general and subjective. Consequently, evaluation results do not fully reflect employee performance objectively.

The Head of HR said that the performance assessment indicators had not been standardized.

"For performance assessments, we are still using general methods and do not yet have a standardized assessment instrument."(Results of Researcher's Interview with Head of HR Department)

c. High Workload During Busy Activities

At certain times, such as during major Islamic boarding school activities, the number of tasks increases significantly, causing fatigue and potentially reducing work productivity.

Some employees complained that the workload sometimes exceeded their abilities, especially when the Islamic boarding school was busy.

"When there are lots of activities, the work becomes overwhelming and feels heavy, but it must still be done."(Results of Researcher Interviews with Permanent Employees)

d. Compensation and Reward Systems Are Not Optimal

Employee performance rewards are considered disproportionate to the workload. This can impact employee motivation and job satisfaction.

Based on interviews with several employees, the incentive system is considered unbalanced with the workload.

"We are working hard, but the rewards and bonuses are not yet clear."(Results of Researcher Interviews with Permanent Employees)

Based on the results of interviews conducted with permanent employees, the head of HR, and administrative staff at the Al Ihsan Boarding School in Riau, researchers found that there are still several internal weaknesses that hinder efforts to improve the performance of permanent employees. These weaknesses include the lack of training programs and competency development, as stated by several employees that training and workshops have not been held regularly so that they often work only based on experience without updating knowledge and skills. In addition, the performance appraisal system is also not standardized because there is no standard assessment instrument, so the evaluation process is still general and subjective, as explained by the head of HR.

Another weakness is the high workload during peak Islamic boarding school activities, which leads to fatigue and lowers productivity, as expressed by permanent employees regarding the high work intensity. Furthermore, the compensation and reward system is considered suboptimal and unbalanced with the workload, which can affect work motivation. This is reinforced by employee statements that rewards and bonuses are not clearly structured.

Thus, it can be concluded that internal weaknesses that require attention in employee performance improvement strategies include a lack of training, the absence of performance assessment standards, high workloads, and inconsistencies in compensation and reward

systems. These factors need to be addressed to ensure more effective and sustainable employee performance improvement.

3. Opportunity

The Riau International College Pekanbaru Professional Education Institute (PIE) offers significant opportunities to improve service quality and student satisfaction. This is driven by the growing public demand for vocational education, particularly in professional fields that offer applied knowledge and real-world job opportunities. Furthermore, the development of partnerships with industry and digital technology offers opportunities to expand access to academic and non-academic services.

Institutions also have the opportunity to improve service quality through collaborative programs with government and private agencies, enhancing learning facilities, and developing digital-based service systems. If these opportunities are optimally utilized, institutions can enhance their reputation, attract more students, and increase student satisfaction levels year after year.

Based on the results of interviews with the head of the institution, the head of HR, and several permanent employees, the researcher found that there are a number of external opportunities that can be utilized by the Al Ihsan Boarding School Riau Islamic Boarding School in an effort to improve the performance of permanent employees.

a. Support from the Community and Parents of Students

Islamic boarding schools have good relationships with the surrounding community and the guardians of students, so that social support becomes an opportunity in developing educational activities and increasing the professionalism of human resources.

"Thank God, the relationship with the community and the students' guardians is very good, so many activities can be carried out with their support."(Results of Researcher Interviews with Institution Leaders)

This support can be utilized to build program synergy and strengthen public trust in the institution.

b. Collaboration with Educational Institutions and Government

The existence of opportunities for collaboration with universities, training institutions, and government agencies opens up opportunities for developing training and improving employee competencies.

"We often have the opportunity to participate in activities with the education department or campus, and this can be used to improve the quality of human resources."(Results of Researcher's Interview with Head of HR Department)

This collaboration can be maximized to improve routine training and competency certification.

c. High Public Interest in Islamic Boarding School Education

The growing interest in Islamic-based education among the public presents a significant opportunity for institutional growth and an increased need for professional workforce.

"Nowadays, many parents prefer Islamic boarding schools for their children's education, so the number of applicants is always increasing every year."(Results of Researcher Interviews with Administrative Staff)

The growth in the number of students provides opportunities for employees to develop their roles and responsibilities.

Based on the results of interviews with the head of the institution, the head of the HR department, and administrative staff, it can be concluded that Islamic Boarding Schools have very strategic opportunities in improving the quality of educational services and the professionalism of human resources.

First, a harmonious relationship between the Islamic boarding school, the surrounding community, and the students' guardians provides strong social support for the development of educational programs and institutional activities. This support enables program synergy and increases public trust in the institution.

Second, opportunities for collaboration with universities, training institutions, and government agencies provide ample opportunities for improving human resource competencies through professional training and certification. This collaboration can be optimally utilized to enhance employee performance.

Third, The high public interest in Islamic boarding school education presents a significant opportunity to increase the number of students each year, thus opening up space for developing the roles and responsibilities of both educators and administrative staff. This trend offers the potential for greater institutional growth in the future.

4. Threats

Threats are external factors beyond the institution's control, but they can negatively impact employee performance if not properly addressed. Interviews identified several threats, including competition with similar educational institutions, changes in government policy, and high teacher turnover. These conditions have the potential to hinder the development of human resource quality, reduce job stability, and require institutions to adapt more quickly. Therefore, appropriate strategies are needed to ensure Islamic boarding schools maintain their quality and remain competitive in the education sector.

1. Competition with Similar Educational Institutions

The increasing number of modern Islamic boarding schools and Islamic-based schools in the surrounding area has created competition to attract students and qualified teaching staff.

"Many new schools and Islamic boarding schools are now offering excellent facilities and programs, so we must continue to improve our quality to keep up."(Results of Researcher Interviews with Institution Leaders)

This competition demands that Islamic boarding schools be more innovative and competitive in developing the quality of human resources and facilities.

2. Changes in Government Policy in the Field of Education

Changing education policies, particularly those related to quality standards, curriculum, and teacher certification, can be a challenge for Islamic boarding schools in adapting the system quickly.

"Sometimes new policies come suddenly, while we need time to adjust our human resources and learning systems." (Results of Researcher's Interview with Head of HR Department)

This can slow down the improvement of employee performance if adaptation is not carried out optimally.

Based on the interview results, researchers identified several external threats that could impact efforts to improve employee performance at the Al Ihsan Boarding School in Riau. First, competition with similar educational institutions is intensifying with the emergence of modern Islamic boarding schools and Islamic schools offering superior facilities and programs. This situation demands that Islamic boarding schools continuously improve the quality of their education and human resource competencies to remain competitive. This is reinforced by the statement from the Islamic boarding school's leadership, who stated that competition is increasingly open, necessitating continued innovation.

The second threat is changes in government education policies, particularly those related to curriculum, teacher certification, and quality standards. Dynamic and sometimes sudden policies require institutions to adapt quickly, while human resource readiness still needs to be improved. The Head of Human Resources emphasized that changes in education policies often require time to adjust, potentially hindering performance improvement if not managed properly.

3.2. Strategies Implemented to Improve the Performance of Permanent Employees at the Al Ihsan Boarding School in Riau

The strategy to improve the performance of permanent employees at the Al Ihsan Boarding School in Riau is implemented through several structured steps focused on increasing motivation, productivity, and work effectiveness. Based on interviews with the institution's leadership, dormitory head, administration, and permanent employees, the strategic steps implemented include routine performance evaluation and coaching, improved communication and coordination between departments, training and competency development, implementation of a reward and incentive system, creation of a harmonious work environment, and adjustment of workload.

1. Regular Performance Evaluation and Coaching

This strategy is implemented by conducting regular employee performance evaluations so that management can identify achievements, shortcomings, and areas for improvement. Evaluations also serve as the basis for structured coaching and performance improvement. This was conveyed by the head of the Al Ihsan Boarding School in Riau.

"In my opinion, what needs to be strengthened is the system for coaching and regular performance evaluation. With regular evaluations, we can identify employee developments

and shortcomings so that improvements can be made." (Researcher Interview with Institutional Leader)

2. Improved Communication and Coordination

Two-way communication between management and employees, as well as coordination between departments, is crucial for quickly identifying and resolving issues. Regular meetings, sharing sessions, and team discussions help ensure everyone understands their roles and responsibilities. This was conveyed by the head of the Al Ihsan Boarding School in Riau.

"The most appropriate step is to start with open communication with all employees to directly understand the issues they are facing. From this communication, we can gain a clear picture, allowing for more informed decisions that are accepted by all parties." (Results of Researcher Interviews with Institutional Leaders)

3. Competency Training and Development

Providing training, workshops, or professional development programs enhances employees' skills in their respective fields of work. This not only enhances technical competence but also builds self-confidence and motivation in the workplace, according to the head of the Al Ihsan Boarding School in Riau.

"We also need to provide training or competency development so that their abilities continue to improve." (Results of Researcher Interviews with Institutional Leaders)

4. Implementation of Reward and Incentive System

Providing awards or incentives to high-achieving employees as a form of appreciation for their performance can increase motivation, loyalty, and work enthusiasm. This was conveyed by the head of the Al Ihsan Boarding School in Riau.

"I also suggest implementing a reward or incentive system as a form of appreciation for high-performing employees, as this can increase work motivation." (Results of Researcher Interview with Institutional Leader)

5. Creating a Harmonious Work Environment

A conducive and harmonious work environment fosters good relationships between employees, reduces conflict, and increases comfort and motivation at work, according to the head of the Al Ihsan Boarding School in Riau.

"Equally important is creating a comfortable and harmonious work environment, as a positive work environment will significantly impact employee morale and productivity." (Researcher Interview Results with Institutional Leaders)

6. Workload Adjustment

Balancing workloads is a crucial strategy to ensure that no employee feels overburdened or under-responsible. This adjustment also helps ensure work is completed on time without compromising quality. This was conveyed by the head of the Al Ihsan Boarding School in Riau.

"Leaders need to evaluate and adjust workloads to avoid imbalances in tasks and ensure that each employee receives the support and direction they need." (Results of Researcher Interviews with Institutional Leaders)

Based on interviews with the leadership, administration, dormitory head, and permanent employees at the Al Ihsan Boarding School in Riau, it can be concluded that the strategy for improving employee performance involves several important steps. First, regular performance evaluation and coaching helps employees identify their strengths and weaknesses. Second, improving communication and coordination between departments and between leaders and employees encourages effective collaboration and reduces miscommunication. Third, training and competency development enhance employees' technical and professional abilities. Fourth, implementing a reward and incentive system motivates employees to maintain and improve their performance. Fifth, creating a harmonious work environment fosters comfort and work enthusiasm. Sixth, adjusting workloads maintains productivity and ensures timely completion of work.

3.3. Effective Performance Improvement of Permanent Employees at the Al Ihsan Boarding School in Riau

Based on research findings from interviews with institutional leaders, dormitory heads, administrative staff, and permanent employees, it was found that improving employee performance effectively involves several mutually supportive strategies. These strategies not only enhance individual capabilities but also drive team productivity and the overall success of the institution.

1. Performance Evaluation and Coaching

Performance evaluations are conducted regularly to monitor target achievement and identify weaknesses that need to be addressed. Continuous coaching ensures employees understand their roles and responsibilities, enabling them to improve the quality of their work. This was conveyed by the head of the Al Ihsan Boarding School in Riau.

"In my opinion, what needs to be strengthened is the system for coaching and regular performance evaluation. With regular evaluations, we can identify employee developments and shortcomings so that improvements can be made." (Researcher Interview with Institutional Leader)

Regular evaluations also allow managers to provide more specific direction tailored to the needs of each employee, allowing each individual to work more focused and productively.

2. Improved Communication and Coordination

Effective two-way communication between leaders and employees, as well as coordination between departments, is a crucial strategy for ensuring smooth operations. Employees can share challenges and ideas, allowing leaders to provide appropriate solutions. This was conveyed by the head of the Al Ihsan Boarding School Islamic Boarding School in Riau.

"The most appropriate step is to start with open communication with all employees to directly understand the issues they are facing. From this communication, we can gain a clear

picture, allowing for more informed decisions that are accepted by all parties." (Results of Researcher Interviews with Institutional Leaders)

Good coordination also helps minimize miscommunication and ensures that each team's work is completed on time, with optimal quality.

3. Competency Training and Development

Training and competency development are provided to enhance employees' technical and professional abilities. This makes them more confident in carrying out their duties and better able to adapt to changes or new challenges. This was conveyed by the head of the Al Ihsan Boarding School in Riau.

"We also need to provide training or competency development so that their abilities continue to improve." (Results of Researcher Interviews with Institutional Leaders)

In addition to improving skills, training also builds employee motivation and awareness to continue developing and making the best contribution to the institution.

4. Implementation of Reward and Incentive System

Rewards and incentives are a key strategy for motivating employees. This system recognizes individual achievements, increases loyalty, and fosters work ethic, as conveyed by the head of the Al Ihsan Boarding School in Riau.

"I also suggest implementing a reward or incentive system as a form of appreciation for high-performing employees, as this can increase work motivation." (Results of Researcher Interview with Institutional Leader)

Rewards can be material or non-material, such as public recognition or the opportunity to take part in additional training.

5. Creating a Harmonious Work Environment

A comfortable and harmonious work environment improves relationships between employees, fosters team collaboration, and creates a positive and enjoyable work atmosphere, according to the head of the Al Ihsan Boarding School in Riau.

"Equally important is creating a comfortable and harmonious work environment, as a positive work environment will significantly impact employee morale and productivity." (Researcher Interview Results with Institutional Leaders)

A good work environment also serves as an additional motivator, reduces stress, and makes employees more focused on achieving targets.

6. Workload Adjustment

A balanced workload ensures each employee has appropriate responsibilities, reduces over- or under-tasks, and allows for timely completion of work, according to the head of the Al Ihsan Boarding School in Riau.

"Leaders need to evaluate and adjust workloads to avoid imbalances in tasks and ensure that each employee receives the support and direction they need." (Results of Researcher Interviews with Institutional Leaders)

Workload adjustment also impacts job satisfaction, reduces the risk of burnout, and encourages more stable and consistent performance.

Based on interviews with various parties within the institution, it can be concluded that effective performance improvement for permanent employees is achieved through a combination of performance evaluation and coaching, improved communication and coordination, training and competency development, the implementation of a reward and incentive system, the creation of a harmonious work environment, and workload adjustments. These strategies significantly increase employee motivation, enthusiasm, and productivity, thereby supporting the achievement of the institution's targets and the quality of service to students, guardians, and relevant stakeholders.

4. Conclusion

Based on the results of research conducted through interviews with the leadership, dormitory head, administration department, and permanent employees at the Al Ihsan Boarding School Islamic Boarding School in Riau, several conclusions can be drawn in accordance with the formulation of the research objectives: 1. What factors influence the performance of permanent employees at the Al Ihsan Boarding School in Riau? Based on interviews, permanent employee performance is influenced by several factors, including: work enthusiasm, discipline, workload, reward system, competence, and communication and coordination between departments. The decline in performance is evident from delays in completing tasks, decreased productivity, and reduced quality of service to students, guardians, and stakeholders. 2. Methods used to improve the performance of permanent employees at the Al Ihsan Boarding School in Riau The institution applies several methods to improve the performance of permanent employees, namely: regular performance evaluation and coaching, improving communication and coordination, training and competency development, implementing a reward and incentive system, creating a harmonious work environment, and adjusting the workload. These strategies are designed to keep employees motivated, disciplined, and productive. 3. Effective performance improvement of permanent employees at the Al Ihsan Boarding School, Riau Interview results showed that these strategies proved effective. Employees became more motivated, confident, and able to work collaboratively as a team. This positively impacted the achievement of institutional targets, timely completion of tasks, and optimal service quality to students, guardians, and related parties.

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