Designing The Concepts - The Maturity Level of Career Development Smart Pondok Pesantren (Islamic Boarding Schools)

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Abstract: In the face of globalization, Islamic boarding schools require rapid change and development, especially in careers, and contribute to society and the boarding school. Therefore, we need a concept to build a career properly and how a contribution can be helpful in stages. Problems such as human resource development are necessary so that Islamic boarding schools can positively impact people worldwide. This article is an extension of previously published essays and the method used. Moreover, this article's result is a valuable career development framework for increasing human resource competence, detailed job descriptions, and how contributions can make gradual so that they are right on target. This framework and process will be very useful in increasing ability and teamwork. It also needs to be done so that Islamic boarding schools can develop rapidly; of course, it is also necessary to have consistency in implementing this to create high competency human resources as proof that this concept implemented is that we have carried out community service by implementing cloud storage as a medium for registering new students at the Askhabul Kahfi Islamic boarding school and have made the Si-PenO (Online registration information system) application. Of course, these two things will continue to develop so that Islamic boarding schools can increase their competence and competitiveness in the face of globalization.

Keywords: Islamic boarding schools, The Maturity level, Career development, John C Maxwell, Ken Watanabe 101 Problem Solving.

Abstrak: Dalam menghadapi globalisasi, pesantren memerlukan perubahan dan perkembangan yang pesat, terutama dalam karir, serta memberikan kontribusi kepada masyarakat dan pesantren. Oleh karena itu, diperlukan sebuah

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konsep untuk membangun karir dengan baik dan bagaimana sebuah kontribusi dapat membantu secara bertahap. Masalah seperti pengembangan sumber daya manusia diperlukan agar pesantren dapat berdampak positif bagi masyarakat di seluruh dunia. Artikel ini merupakan perpanjangan dari esai yang diterbitkan sebelumnya dan metode yang digunakan. Selain itu, hasil artikel ini adalah kerangka pengembangan karir yang berharga untuk peningkatan kompetensi sumber daya manusia, deskripsi pekerjaan yang terperinci, dan bagaimana kontribusi dapat dilakukan secara bertahap sehingga tepat sasaran. Kerangka kerja dan proses ini akan sangat berguna dalam meningkatkan kemampuan dan kerjasama tim. Hal itu juga perlu dilakukan agar pesantren dapat berkembang pesat; tentunya juga perlu adanya konsistensi dalam mengimplementasikan hal tersebut untuk menciptakan SDM yang berkompetensi tinggi sebagai bukti konsep yang diterapkan ini telah kami laksanakan pengabdian kepada masyarakat dengan mengimplementasikan cloud storage sebagai media pendaftaran santri baru di pondok pesantren Askhabul Kahfi. sekolah dan telah membuat aplikasi Si-PenO (Sistem Informasi Pendaftaran Online). Tentunya kedua hal ini akan terus berkembang agar ponpes dapat meningkatkan kompetensi dan daya saingnya dalam menghadapi globalisasi.

Kata Kunci: Pesantren, Tingkat Kematangan, Pengembangan Karir, John C Maxwell, Ken Watanabe 101 Problem Solving

Introduction

The biggest challenge in career development is finding the right people, who then put them in the correct position at the right time. These three things are always the main problems in every company/organization. Finding the right person and being placed in the proper position is a big challenge that is easy to say but sometimes difficult to do (Sheehan, 2014) (Joshua, 2019). Before we go any further, we need to understand that this article is a concept/idea for developing human resources, so it takes time to implement. A concept is a collection of new ideas or ideas that still require experimental implementation.

The main problem is the limited number of competent human resources, the problem of the person's character and nature - these are things that need to consider as well, and cultural issues that are a significant gap in group collaboration. Therefore, in facing this challenge, a more efficient, effective, and innovative career development model is needed to apply the right people's principles, place, and time. The concept of John C. Maxwell from the book five levels of leadership can use as a basis for career development and place in the proper position, and Ken Watanabe, Problem Solving 101(Maxwell, 2013),(Watanabe, 2009). Osibanjo said, "Recognition is a process of giving an employee certain status within an organization. It is crucial as it motivates an employee towards greater achievements, enhances career advancements, and impacts organizational growth and survival. Recognition describes how an employee's work is evaluated and how much the employee's appreciation is returned from the organization. Also, it specifies how an organization gives its employees the reward and status for their work and activities. Organizations in today's complex and competitive environment always look for a relationship and reasonable balance between employee satisfaction and performance related to their

survival and growth. The reward and recognition programs are the most crucial factor in keeping employees' passion and career advancement high"(Osibanjo, Adewale Omotayo, Oyewunmi, and Ojo, Stella Ibiyinka 2014).

Furthermore, according to Bryan J (2008), "…. Flexibility and efficiency for assessing features of people's motives for pursuing their goals. Traditional approaches to measuring different aspects of goal pursuits ordinarily require separate, multi-item measurement scales for each variable to provide reliable scores. The strivings approach that, therefore, enhances Flexibility and efficiency once participants' strivings generated, researchers can assess multiple variables of interest using a single rating criterion for each variable "(Dik, Sargent, and Steger 2008). Some literature on human resource development needs to be considered with in-depth analysis. It will increase our understanding of improving human resource competencies and career processes with systematic and structured principles. Some of the literature includes: (1) Mohanad Ali Kareem: Human resource development is helpful for improving organizational performance(KAREEM 2019) ; (2) Dr. Janes O. Samwel, PhD: Human resource planning ensures the right people are in the right place at the right time(Samwel 2018) ; (3) Shagufta showkat: The human resource system must have an orientation to produce an efficient process commitment(Showkat, Shajan, and Pathak 2019); (4) Corine Boon: Human resource management can be defined as a planned pattern of human resource deployment that enables organizational goals to be achieved(Boon et al. 2018); (5) Hilda Ghaleb Madanat: Human resource management is very important than general management because it plays a role in increasing competencies, developing talents and cooperation among them(Madanat and Khasawneh 2018); (6) Stefanie Resissner: Cultural change is determined by previous work practices and is expected to meet organizational goals(Reissner and Pagan 2013); (7) Ernst Fehr: Normative boundaries and rules cover almost all aspects of human social life, this also plays a role in social groups(Fehr and Schurtenberger 2018). From some of this literature, we can understand that improving competence and a career are two things that cannot separate from each other because these two things are interrelated. Therefore, it is essential to create concepts and guidelines for improving careers and competencies in a structured and systematic manner to be right on target in choosing who and why and produce high-quality results.

Furthermore, some literature must understand in developing a career, including: (1) Dr. Aradhna Yadav: The use of technology is very much needed to be able to improve the competence of human resources(Yadav, Alexander, and Shenoy 2020); (2) Dr. Shaheema Hameed: Leaders should characterize by foresightedness and flexibility, complex and adaptive thinking skills(Hameed & Sharma, 2020); (3) Hafinas Halid: Digital Human Resource Management (HRM) is a digital transformation of HR practices and processes through the use of electronic media, mobile, analytics and information technology (IT) to make HRM more efficient. In other words, digital HRM is basically doing or managing all the human resource work using soft technologies, applications and internet(Halid, Yusoff, and Somu 2020); (4) Kathy M. Evans, Ph.D: Social justice is essential to career professionals because it involves working toward the elimination of discrimination against all oppressed groups in the career arena, whether work entails eliminating discrimination in career training, hiring, or promotion(Kathy M. Evans 2008); (5) Brian Frank: complex problem solving, general critical thinking, project management, teaming, communication, and leadership(Frank et al. 2018); (6) Dr. Carol A. Beatty: Competencies identifies: Understanding the organization's business model, Basic business literacy, Functional areas within human resource, Listening skills, Skills as a strategic business partner(Beatty 2019) ; (7) Manal Almalki: The framework has six main points including: Health, science and information technology, social and

behavioral sciences, professionalism, interpersonal collaboration, and leadership. Three things merge with four things combined with science and information technology Health, human factors and sociotechnical systems, and social and behavioral aspects of health(Almalki, Househ, and Alhefzi 2019). These sentences explain that a career is essential for everyone who works and needs a good guide so that their career can advance well.

To conclude the introduction, this article's result is a framework that can guide gradually advancing the career. Furthermore, this framework will explain the job description or standards that must meet when someone wants to occupy a specific position to put someone in the proper position according to their competence and contribute to the company, organization, or institution.

According to figure 1, we analyze and collect data. The following process is to understand John C. Maxwell's concept about four types of leaders and five leadership levels, among others: specifically, four types of leaders, including superior, learner, hidden, and limited. The five levels of leadership are position, relationship, productivity, developing others, and peak. Another method Ken Watanabe 101 includes complainers, critics, dreamers, quick reactions, and problem solvers. It should understand here that this concept research goes through three stages, which are explained in the following figure:

Figure 2 The process of a research-the trilogy of Islamic boarding schools explains three critical stages in building an intelligent boarding school concept. The first stage is to build a framework and the maturity level in the big picture. The second stage is to build the maturity level, which focuses more on building a career and the future, and the last stage is the maturity level in the education system. These three things cannot be separated because they will be related to each other. After the final stage, the application/software needed by the Islamic boarding schools will make.

Data set – The data obtained include The largest population of Islamic boarding schools in West Java, East Java, Central Java, and Banten, amounting to 78.60% of the total number of Islamic boarding schools in Indonesia. With details of West Java 7,624 (28.00%), East Java 6,003 (22.05%), Central Java 4,276 (15.70%), and Banten 3,500 (12.85%). Of all the existing Islamic boarding schools, based on the typology of Islamic boarding schools, there were 14,459 (53.10%) Salafiyah Islamic boarding schools, 7,727 (28.38%) Khalafiyah / Ashriyah and 5,044 (18.52%) combined Islamic boarding schools (Kementrian Agama Republik Indonesia 2012). It can describe as follows:

Figure 3 explains that most Islamic boarding schools in Indonesia are still in the Salafi typology, whose learning is still purely the recitation and discussion of the yellow book. However, some others are modern with the development of learning science, and some others combine learning the yellow book and science and science – technology. The total number of Islamic boarding school teachers is 153,276, comprising 102,495 (66.87%) male teachers and 50,781 (33.13%) female teachers. Based on this information, the teaching staff at Islamic boarding schools are dominated by male teaching staff(Kementrian Agama Republik Indonesia 2012).

Figure 4 explains the number of teaching staff based on educational qualifications, with education <S1 as many as 108,816 people (70.99%), of this number, 74,398 people (68.37%) are male and 34,418 female. (31.63%), 42,019 people with undergraduate qualifications (27.42%), of this total 26,212 people (63.38%) were male, and 15,807 female (37.62%) , and qualifying for Master's education amounted to 2,441 people (1.59%), of which 1,885 people (77.22%) were male, and 556 were female (22.78%). These data show that teachers' educational qualifications in Islamic boarding schools still need to be improved because it recorded that the qualifications of a Bachelor's education reach 71.99%. However, only

28.01% have a Bachelor's degree. Therefore, it is necessary to continue to improve the human resource improvement program, especially the teaching staff at the Islamic boarding schools, at least can increase the minimum qualifications of S1 so that the quality of learning at the Islamic boarding school is getting better(Kementrian Agama Republik Indonesia 2012).

Results and Discussion

The concepts of career development

Developing a career in an organization can carry out several vital stages. This stage will explain how to get the right person and then be placed in the proper position at the right time. We can say that "career development is the dream of everyone who works. Leaders must be able to objectively see whom the people deserve to be in their position, not based on closeness but their contribution and abilities". These stages include: Understanding the relationship between the four types of leadership and five leadership levels John C. Maxwell. At this stage, it is the classification stage. Four leadership types have a close relationship with five leadership levels, which must understand as the level of placing people in their positions, which is a critical stage for subsequent development. It can describe as follows:

According to figure 5, Superior Leader (L1) can associate with level 5 (Peak); Learner Leaders (L2) can link to levels 3 & 4; Hidden Leader (L3) can link with level 2; Limited Leaders can relate to level 1. Therefore, it can explain as follows- L1 - Level 5, meaning that superior leaders have excellent management skills and are objective in choosing and determining people to be placed in the correct position. Relationships are not based solely on closeness. However, on the abilities and potentials possessed by other people, so that superior leaders are wise leaders in choosing and wise decision-makers, L2-Level 3 & 4, in this section, the leader is divided into two important parts, namely: a leader who focuses on results and leaders who can produce new leaders, Figure 5 can innovate as follows:

According to figure 6, we see five leadership levels in the correct position: John C. Maxwell's concept. We see three primary levels in the left position: jade leadership, ruby leadership, and sapphire leadership. At the bottom, namely "right people, right place, and right time," the initial stage is the essential stage that organizations/leaders must carry out, but many still consider it insignificant. It can explain as follows: Sapphire level is the highest stage of leadership; at this stage, it has the following characteristics: (1) Able to make wise decisions. Wise means being able to make decisions based on accurate data and information. Data is essential in making the right decisions because, with data, decisions can take appropriately. On the other hand, information is one of the most critical factors in determining the right decision. Hence, a leader who has the highest level is a leader who has data and accurate information and is (2) Able to develop other people. Developing means increasing the positive abilities and strengths contained in others. A leader who has this ability is a leader who can see what positive things are in other people and then develop that person to become an advantage for the company/organization. This ability is not based on personal closeness but on the ability to see the person's intelligence and uniqueness, which the leader can use positively to contribute to the company/organization, (3) Able to act on two sides. Two sides mean the ability to balance assertiveness and humility. Acting decisive means deciding one thing without being influenced by other things and moving on with the decision; of course, this is related to "wise decisions" (Lambert & Bouchamma, 2019) (Hoch, 2013). Deciding without being wise will result in an authoritarian attitude and the destruction of the company/organization. A firm with wisdom means deciding something for the organization's sound and its people. Humble means that the

leader continues to improve his abilities in various ways and does not feel that he understands everything; the leader must realize that he has several weaknesses that he must suppress to a minimum and then develops the positive abilities that are within him to be able to contribute to the company/organizations and society, (4) Able to communicate appropriately. We all know that communication must do effectively and efficiently. It must then do both ways. There are still many theories on communicating, but "communication correctly" means that a leader must communicate the vision, mission, dreams, and targets and how to achieve these. Many leaders can only tell what they want but never explain what needs and how to achieve it. If we are only in the position of saying and wanting, the staff will never reach that target. The leader must explain how to achieve this, the steps that must carry out, the reasons this must achieve, and what benefits the organization and staff get if this can achieve. By communicating this in a correct and detailed manner, the staff will be able to move in the right direction, and in the correct position so that the target can achieve (5) Have a substantial incision. Instinct can say as a feeling that suddenly arises, which results in two things, namely good and bad instincts, depending on the situation. Leaders have intense feelings at the social level but must not ignore logic, data, and facts. Instincts help prevent us from doing things we should not be doing. They can prevent us from forming bad relationships and help us make decisions we cannot logically explain. Therefore, the leader must have a sharp instinct and sensitivity and (6) control management properly. We hear a lot that management must be effective; many management theories say that management means developing others under it. Here, management correctly means that a leader can increase his staff's performance and contribution and then communicate with them to continue finding. Find innovative ideas that can develop, and in the end, the leader will direct his staff to produce a new product/service or innovation for the company, (7) Focusing on three goals. The three goals are long, medium, and short-term goals. Leaders can maintain the balance of the three processes, (8) Have loyalty to the organization and can guide the staff under them so they can develop and produce new leaders, and (9) can negotiate and communicate with internal and external organizations, (10) Putting the right person in the position that should be, not based on personal closeness. Still, the person does not have the ability, but they know their character deeply based on abilities. Here there is a question, is this difficult to do? The answer is no! Because a leader guides his staff to become a leader, it is impossible if the mentor does not know the person he is guiding, their strengths and weaknesses. Therefore, it is essential to know their abilities, (11) Respect for the performance of others means that a leader appreciates the smallest performance and whatever is positively done by his staff. If this is not done, the organizational environment will be uncomfortable, and there will be a relationship breakdown. The leader must build a positive organizational culture and a comfortable environment (12). The greatest happiness of a leader at this level is happiness if he succeeds in making others succeed. Great leaders focus on personal gain, invest in others' development, and hope to be better leaders than previous leaders(Gamayanto, 2016),(Nurhindarto & Gamayanto, 2020). Some experts also say the same thing, including (1) Andranik Tumasjan (2011): Ethical leadership is always related to consideration, honesty, and interactional justice; these are things that make organizations more effective(Tumasjan, Strobel, and Welpe 2011), (2) Christian N. Thoroughgood (2016): To be able to understand the elements of the leadership process, we must refer to systems theory, institutions and organizational ecology. These theories are also needed in leadership(Thoroughgood et al., 2016), (3) Christian Voegtlin (2012): Responsible leadership has trustworthy and responsible behavior (Voegtlin, Patzer, and Scherer 2012), (4) Dan Wang (2017): Leaders must have a humble character, embrace diversity and balance and provide broader social

benefits(Wang, Feng, and Lawton 2017), (5) Leadership is a demonstration of appropriate behavior through personal and interpersonal actions and the presence of two-way communication(Duane Hansen et al., 2016), (6) Rosa L. Rivera-McCutchen (2014): Leadership has high social justice(Rivera-McCutchen, 2014), (7) Marian Iszatt-White (2018): Leadership has a moral perspective and positive relational transparency(Iszatt-White et al., 2018).

Ruby level (General Manager / Manager), is an intermediate level, this level has the following characteristics: (1) Has responsibility in carrying out what has been determined by the organization; be able to understand the job desks and run them according to the predetermined process and be able to produce something that can be accounted for to the organization, (2) generate profits for the organization in a way that does not violate integrity and is able to convey the vision-mission-goals organization to staff in detail, (3) Able to bring change to the staff so that they are more developed and grow in their abilities, and are able to solve problems appropriately and be able to communicate with leaders above them, (4) Respect for others / staff and have priorities that can be achieved in a timely manner, (5) Being a role model for staff in character, attitude and decisions, (6) Focusing on the highest 20 percent results for the organization and being able to determine which work priorities must be completed first, (7) Learning very quickly and able to absorb experience and experience knowledge of leaders above them to be able to develop themselves, (8) Able to invite staff to produce innovations, products / services and contributions to the organization, (9) Communicate very well with leaders above them and staff, (10) Have empathy and balanced logic, where leaders at this level must be able to listen well, what are the complaints, objections and disagreements of staff and be converted into mutual agreement, (11) Able to be assertive and humble, where leaders at this level are able to make decisions firmly based on facts, data and information as well as proper investigation, on the other hand, humility in making decisions is the basis of respect from staff, meaning that leaders at this level should not make decisions based on listening from one side, but not listening to the other side, if 1 person comes to complain about negative things done by other staff, so the leader also ha rus to call and talk to the two people - the person reported and the one who reports to make wise decisions, (12) Focus on the common interest and the organization, produce innovations to contribute to society. Long-Zeng Wu (2015) said: Organizational responsibility is to benefit many parties in the organization (Wu et al., 2015), and Dejun Tony Kong (2016): Charismatic leadership is based on self-sacrifice, integrity, collaboration, generosity, compassion, and support(Kong & Volkema, 2016), Eric Jean Garcia (2009): Critical thinking skills are important things that must possess(Garcia, 2009), Kevin S.Groves (2011): Transformational leaders have ethical-moral actions and carried out with full responsibility to others(Groves & LaRocca, 2011).

Jade Level (Assistant Manager, Group Leader), has the following characteristics: (1) Having high responsibility for their work and appreciating what other people and companies / organizations have done, (2) Developing themselves consistently, and able to achieve the targets it has set, (3) Follow procedures and discipline in their work and be able to be flexible in using time to contribute to the organization, (4) Have a proactive attitude, (5) Be able to communicate positively and not look at others with envy, (6) Able to face problems positively and help solve problems within the organization, (7) Intensively communicate with leaders to recognize character and know and understand what is needed by leaders above them to achieve the vision and mission -Goals of the organization, (8) Guiding other staff to be able to move to meet the targets to be achieved by the organization, (9) Having empathy and sympathy for staff and being able to move without having to be supervised and instructed by a leader above them, but having the initiative to develop himself, (10) Able to work as a team and also to produce

innovations from his own performance, (11) Proving himself to be able to lead by giving a positive influence and creating a comfortable culture in the organization, (12) Acting firmly, being humble and being honest and having high integrity at work, what he does is not only an image. but focuses on results - contributions to the organization - contributions to society, and produces innovations and products/services that can benefit the company/organization.

Framework career development & implementation

In figure 7, we have understood the characteristics of Sapphire-Ruby-Jade and the initial stages of advancing career and leadership. In this section, according to figure 7, we see a process, which may be said to be a network system. Still, here, it needs to be emphasized that this is not a multi-level network marketing process but a process of increasing capabilities and encouraging others to achieve the pinnacle of leadership and a better career in the company/organization. First, we must understand that all staff must produce two important things for anyone who wants to reach a high position in the organization on the right and left. These two things are (1) the ability to guide and develop others (left side); (2) the ability to contribute to the organization and produce products / services-innovation. These two things must not be separated or alone in the career advancement process. If we only focus on one side, the resulting impacts are: (1) If we only focus on results and profits (contribution), so many staff feel pressured and use any means to please the company's leaders. It will make the organization contain people who only focus on money and personal gain; no process is healthy. Here will gather people who do not have integrity, take advantage of others, are jealous, and bring people down. Others and seize the position of others by any means; (2) if it focuses only on developing and guiding, then the organization is only a place for counseling people who have liver problems. The ability to guide and develop can motivate other people to move towards goals and produce innovative products/services, not to produce staff who always want to be pampered and cared for, like a child's emotions. What will happen if we can balance developing / guide and contribution / innovation-product / service? The first impact is that the staff must develop themselves gradually and slowly, learn and try to understand other staff, support and not. Think instantly to achieve a high position in a company/organization; the second impact is developing gradually and learning. It will produce innovations, products/services, and contributions perfectly, and what is produced will be very good.

Second, in figure 7, there is a circle P, which means that the staff encourages other staff to reach the next position. Encouraging means that staff must be able to work well together as a team and be able to see which of them has the highest ability and other staff support that person to move up the position as group leader when that person has reached the top position of P, then the next is the leader. Then, the group with high contributions and performance can move up to the jade level. As someone who has reached J's position, this position should not feel satisfied and think instantaneously. Still, it must consistently contribute and improve their performance to achieve the ruby level. The next is predictable. To rise to the sapphire level position, the person still has to make a significant contribution and have and improve his performance even higher. Each position is responsible for supporting, increasing capabilities, contributing, improving performance, and maintaining high performance. After we understand the process in Figure 4, the following process is the final framework that unites everything, and this can illustrate in the process below. This process is a framework that brings together all the skills that must be possessed and what stages should be passed and carried out to achieve a position/career.

According to figure 8, there are several stages in increasing our position within the company/organization. This stage will explain in detail because each stage must be understood correctly. This stage can explain as follows:

(1) Preliminary Level

This initial stage is a stage that is very important to understand in carrying out the Jade-Ruby and Sapphire level processes. At this early stage, there is the Ken Watanabe concept, which explains that there are five types of people, namely Complainers, Critics, Dreamers, Quick Reaction, Problem Solvers, and in the concept of John c Maxwell, we know that there are four types of leaders, namely Superior Leaders; Educated Leader, Hidden Leader, Limited Leader. These people are generally encountered daily, both in daily life and in an organizational environment. It is a tremendous challenge for organizational leaders to see their potential and then place them in the proper position and can account.

To understand this initial stage, it is necessary to classify people who are supposed to be problem carriers and lucky-bearers for the company/organization. It can illustrate as follows:

Figure 9, 4 types of leadership and five types of human beings. If the two are combined, it will produce a classification of human resources as follows: A superior leader is a leader who can solve problems wisely, where solving problems means being able to provide solutions to problems and, of course, can objectively see a problem in the big picture and detail. A learner leader can be defined as someone who can quickly learn and overcome existing problems. This person should receive guidance not to create ripples within the company/organization. However, this type of person is still a person who can change for the better—the latent and limited leader, dealing with dreamers, critics, and complainers. The three types of people like this in an organization may have a considerable number. It is time-consuming and energy-intensive to guide them, but this can be solved by putting a team with a learning leader and excelling. For example, one marketing team consists of 12 people led by a learner leader and one superior leader. The other staff consists of ten people who all have three types. The team will not produce anything; time and energy will use up to motivate them. The right combination to solve this problem is one superior and one learner and eight characters who want to develop, and two people consisting of the three types with many people. People who have a positive capacity are likely to influence two negative people, but this is still a prediction because negative people will greatly disturb a team's work. It is highly recommended that the leader selects and eliminates the people who always create problems in the company/organization.

* (1) Performance & Contribution - Preliminary Level

The main rule that needs to be understood here is that when someone wants to climb a position in his job, the leader must objectively see the contribution and performance. The most dangerous thing in an organizational environment is that when a leader places people who do not have the competence and are not suitable in a strategic position, it will be detrimental to the organization directly and indirectly. Therefore, leaders must see what their staff contributes, and staff who contribute the most and have high performance are placed in certain positions. At this stage, the leader must assess his staff every three months, namely what short-term contributions he has made. Assessments every seven months for medium-term contributions and ten months for long-term contributions; the leader must pay attention to this and not focus on people who are only good at speaking but do not contribute anything to the company/organization. It can do periodically for two consecutive years. The leader must pay attention to this once again. It is the basis of building a large company/organization's strength, namely the people

who contribute to the company/organization. Not people who are only good at talking but not producing anything. Leaders should choose what input can give to the organization - able to consistently and honestly carry out the process - and produce innovative products/services for the company/organization's benefit in the future. These initial rules should not be taken lightly because this will slowly lead the organization towards a global organization or bankruptcy.

(2) Jade Level

At this stage, the leader must form a solid team to execute short, medium, and long-term goals appropriately and achieve them. Most leaders only blame and leave it to the staff under them without strict and consistent supervision; supervision is intended to discover and improve a process that carries out a problem while running it. The leader at the Jade level must immediately fix it so that the process continues. Running without adding time to finish. The company/organization's leader/organization must oversee the leadership carried out by this jade level, either directly or indirectly. It is not a tough act, but to determine whether a leader at the jade level can carry out his function properly and correctly but does not violate integrity that can harm the company/organization. Direct supervision means that the company/organization's leader/organization can directly communicate with Jade-level leaders and discuss whether problems must resolve when completing a project / innovation-product / service that the organization owner has targeted. Indirect supervision means that the owner/leader of the organization can communicate with the team led by the jade level and ask whether his leadership is on the right track or not. We need to understand here; that the balance needs to be maintained; the company owner must know and be fair in two-way communication, hear from two sides, not just one side, listen to jade-level leaders and listen to input from the team. The company owner must decide whether the leader At the jade level is still feasible to maintain or not. To reduce too much burden on the company owner or reduce the inefficiency of a process, the company owner can delegate this task to leaders at the Ruby level.

* (2) Performance & Contribution- Jade Level

Jade level must have high contribution and performance and must be able to carry out three important things, namely running and executing short, medium, and long term. The jade level ability must form a solid team and select people who can work together honestly and focus on common interests to bring the organization into a big organization. Communication skills must also be possessed by Jade level and details in their work, having an open mind to new things, and incorporating new data information into its projects. The company leader/owner must assess this jade level's performance every six months and see the progress or delegate it to the ruby level leader.

(3) Ruby Level

This position is significant at the ruby level and can significantly impact the company/organization. At this stage, the leader at the ruby level must eliminate people at the entry-level and jade level who cannot contribute and give little. Contribution to the organization can only cause discomfort within the organization. Why is the human resource problem so significant? Because human resources are one of the most essential assets to determine whether an organization can become significant or not, on the other hand, information technology becomes a tool to help accelerate this development. In this position, the ruby level ensures that projects at the jade level can run well and provide input and improvement as the process runs to achieve the set targets. The most dangerous thing in this position is when the person who occupies this position is a person who only wants to benefit himself and takes advantage of others

only to reach the next position. To overcome this, the company owner/leader must carefully see, pay attention, analyze the leadership from the ruby level, and have a sharp ear to hear what information should know. Ruby level must also be able to form a solid team that can communicate well. This position must be able to develop human resources, namely the staff under it, and can listen to other people carefully so that communication can occur that results in innovation and creativity.

* (3) Performance & Contribution - Ruby Level

In this position, the ruby level must have the ability to execute strategies very well and must have the ability to solve problems in the medium and long term goals; have the ability to increase cooperation with external parties and produce an innovative concept or product/service that can provide benefits for the company/organization. In addition, the ability to control situations, have an attitude worthy of respect, and place people under them is their position. The company owner/leader can assess this ruby level position every 12 months and see its doing.

(4) Sapphire Level

This position is the top position and requires the highest wisdom. The leader must make the organization's culture and environment comfortable, and everyone who works in the organization follows their job desks. Able to generate trust under him and form a good circle of communication between superiors and subordinates. They produce wise and capable decisions in building relationships and character development in subordinates. Supervise and carry out detailed investigations for reported problems, make wise decisions, and increase the loyalty of people who work. The main features of this level of Sapphire are described above.

 * (4) Performance & Contribution - Sapphire Level

At this level, the Sapphire level must think strategically, have excellent communication skills, and produce innovation in the organization to contribute to society. In addition, Sapphire's level must have charisma and a leadership role so that people in the organization can respect and appreciate what they have done. Furthermore, people in this position must appreciate others' contributions and performance and appropriately provide fair rewards and punishments. Wisdom is almost every sense that needs to be possessed by people in this position. High performance and exemplary input, process, and output produce new leaders with high potential.

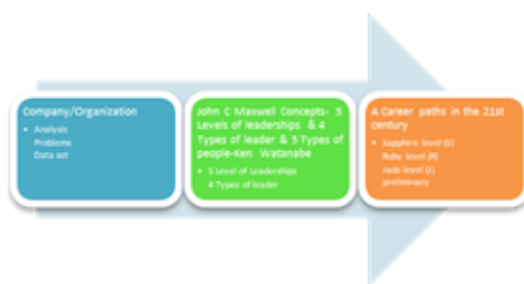Figure 1. The process of research career development

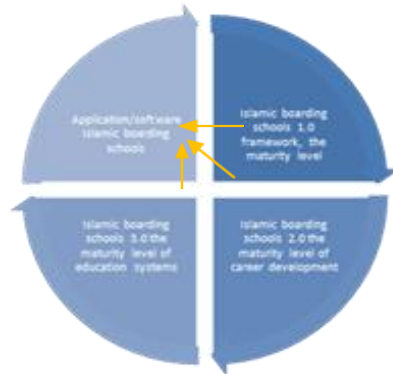Figure 2. The process of a research-the trilogy of Islamic boarding schools

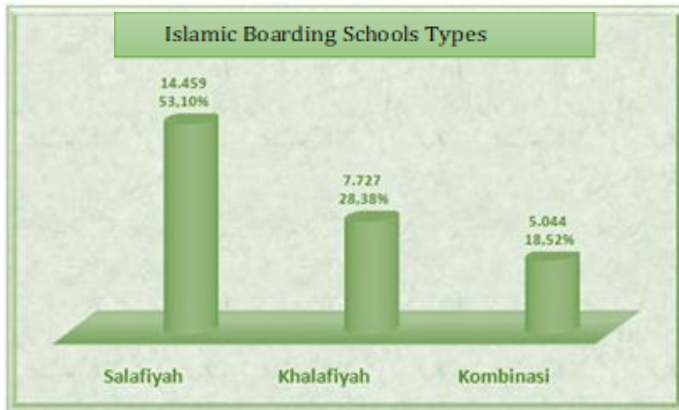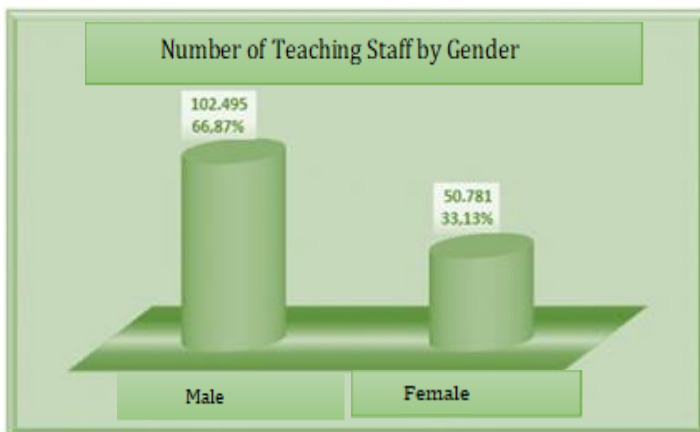Figure 3. Islamic boarding school types

Figure 4. Number of Teaching Staff by Gender

Figure 5. Classification of 4 types of leaders and five levels of leadership
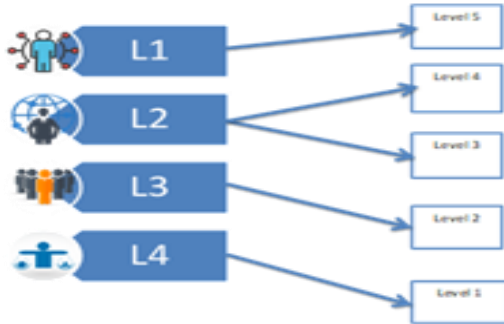

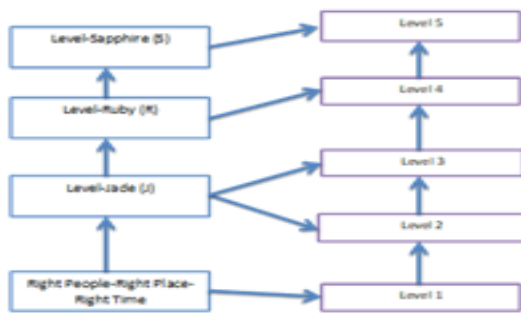Figure 6. The 3 Stages of Career systems & 5 Levels of leaderships
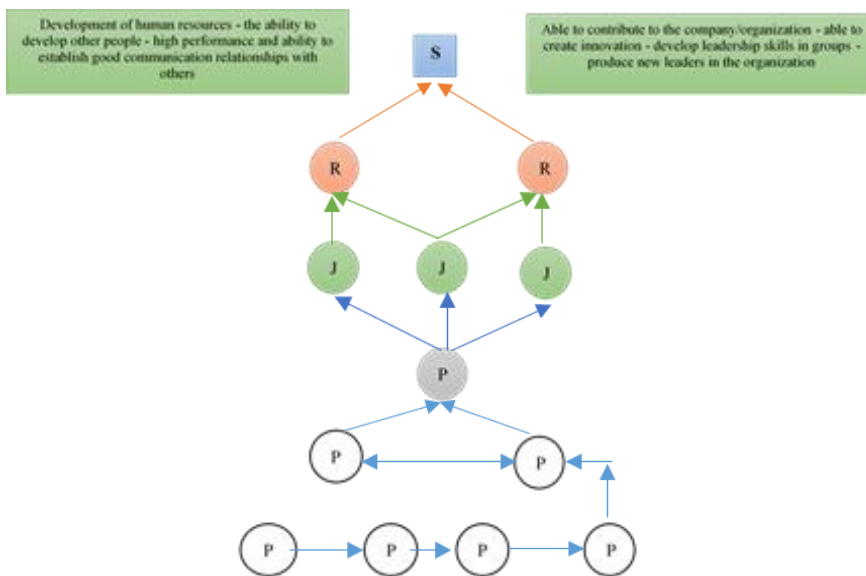

Figure 7. The three stages of career development

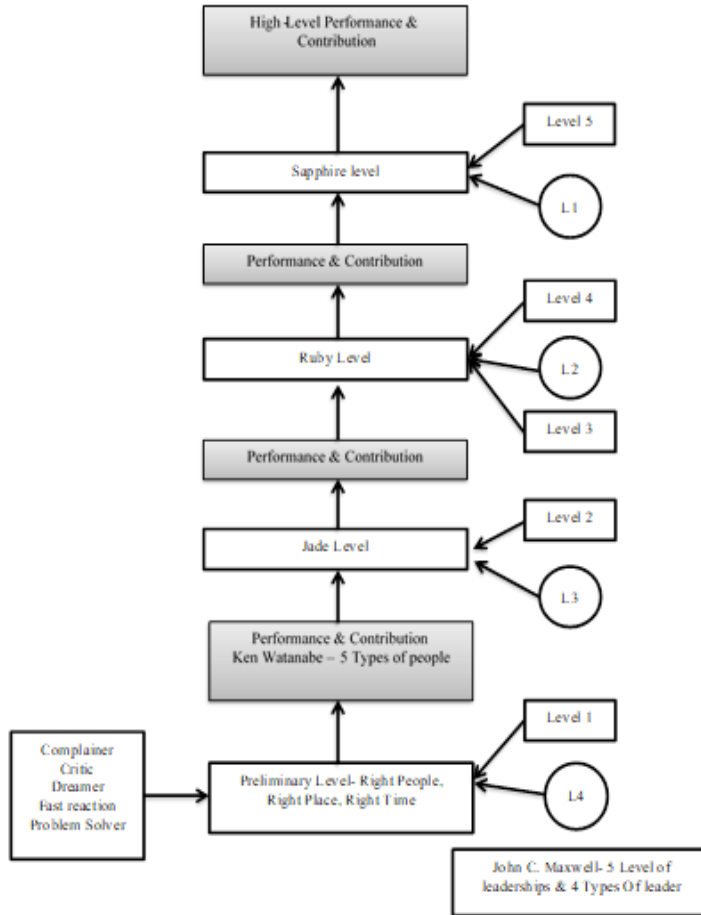Figure 8. Career Paths in the 21st century- framework
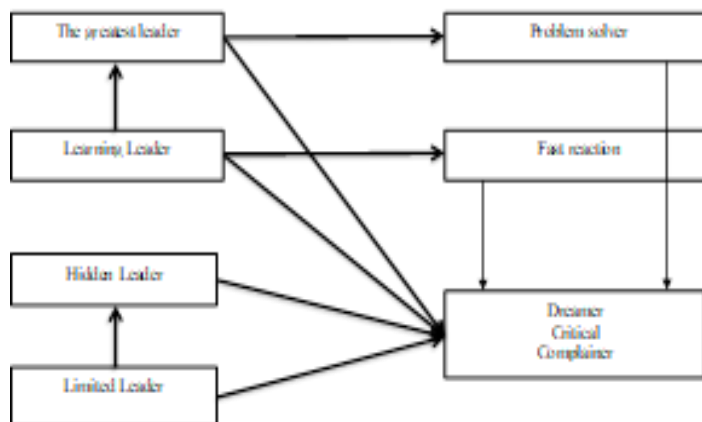

Figure 9. Human resource classification

Conclusion

John C. Maxwell and Ken Watanabe's concept is a concept that can use in advancing careers and leadership positions in an organization. These two concepts have high quality in developing human resources regarding ability, character, and product innovation. John C. Maxwell's concept was revised and innovated into three basic levels: Sapphire, ruby, and jade. These three levels make it easier to increase the position effectively and efficiently. The career paths framework in the 21st century is a framework that combines the concepts of Joh C Maxwell and Ken Watanabe; this framework will help people who work to improve their careers and positions gradually and not instantaneously. This research can be applied in every company/organization, with medium and large levels, and if the initial process does. Furthermore, this research helps people climb the position and career ladder wisely, not take adverse actions, and produce human resources with a balance of ability and innovation.

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