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The Role of Management of Human Resources in Enhancing The Quality of Schools

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Abstrak

Manajemen sumber daya manusia memainkan peran penting dalam organisasi, dan lembaga pendidikan termasuk sekolah juga membutuhkan manajemen sumber daya manusia yang efektif untuk meningkatkan kinerja organisasi. Tujuan dari penelitian ini adalah untuk mengkaji dan menganalisis peran penting manajemen sumber daya manusia dalam meningkatkan mutu pendidikan sekolah. Banyak sekolah didirikan tetapi gagal meningkatkan efektifitas, efisiensi dan mutu pendidikan. Dalam rangka meningkatkan mutu pendidikan sekolah, manajemen sumber daya manusia harus terus ditingkatkan. Penelitian ini menggunakan teknik kualitatif deskriptif dan tinjauan pustaka. Data yang digunakan berasal dari buku teks, jurnal, artikel ilmiah, dan literature review yang memuat konsep yang dipelajari. Temuan penelitian ini menunjukkan pentingnya sumber daya manusia untuk meningkatkan pencapaian pendidikan. Kemajuan dan pendidikan di Indonesia dapat didukung oleh sumber daya manusia yang berkualitas. Secara keseluruhan, pengelolaan sumber daya manusia yang efektif dapat membantu sekolah meningkatkan mutu pendidikan dan mencapai tujuan pendidikan yang diinginkan. Dalam pelaksanaan dan perwujudan organisasi, manajemen sumber daya manusia harus memperhatikan beberapa aspek, seperti aspek kepegawaian, pengembangan dan motivasi, dan retensi.

Kata Kunci : *Manajemen, Sumber Daya Manusia, Mutu Sekolah*

Abstract

Human resource management plays pivotal roles in organizations, and educational institutions including schools also need effective human resource management to improve organizational performance. The purpose of this study is to examine and analyze the important role of human resource management in improving the quality of school education. Many schools were established but failed to improve the effectiveness, efficiency and quality of education. In order to improve the quality of school education, human resource management must be continuously improved. This research uses descriptive qualitative techniques and the literature review. The data used comes from textbooks, journals, scientific articles, and literature reviews which contain the concepts studied. The findings of this study demonstrate the importance of human resources for increasing educational attainment. Progress and education in Indonesia can be supported by qualified human resources. Overall, effective management of human resources can help schools improve the quality of education and achieve the desired educational goals. In the implementation and realization of the organization, human resource management must pay attention to several aspects, such as aspects of staffing, development and motivation, and retention.

Keywords: *Management, Human Resources, School Quality*

INTRODUCTION

Human Resources (HR) is a central factor in the teaching environment. However, the fundamental phenomenon that currently tends to occur in educational institutions is the lack of qualified human resources and educational staff. National education has not been able to produce human resources in terms of intellectuality, morality, spirituality, and national competitiveness (Nitasari, 2018). Anticipating this, HR management must be active in planning, managing, and controlling related HR development. Changing reactive work systems into proactive functional structures to be more flexible and implement strategic policies

Human resource management is the science or way of managing the relationships and roles of human resources effectively and efficiently and can be used optimally so that the goals of employees and society can be maximized (Flippo, 2019). According to Putra & Sobandi, (2019), HR implies the first is work effort or services that can be provided in the production process. From an HR perspective, it reflects the quality of a person's business at a certain time for goods and services. The second meaning, HR, concerns humans who can provide services or work. Being able to work is being able to carry out economic activities, namely producing goods or services to meet the needs of society.

The purpose of human resource management is the contribution of employees to the organization in order to achieve the goals of the organization concerned (Almasri, 2013);(Dacholfany, 2017). This is understandable because all activities aimed at goals depend

on the person managing the organization. Therefore, HR must be managed so that it can be effective and successful in achieving the goals of the organization or company itself. According to Hanggraen, (2012), HR management is the art of managing labor relations and roles in order to effectively and efficiently help achieve business goals, employees and in the field of human resources, competition and high professionalism demands imposed on individuals will create pressures that must be faced by everyone in the environment.

Efforts to pay attention to the existence of human resources for educators and educational staff, one of which can be realized in the form of effective human resource management and accordance with work requirements in an educational institution, one of the main requirements of current management is the ability to manage human resources, both for current organizational demands. this and the future (Wijaya et al., 2016);(Zulkipli, 2022). School reform is a change in concept towards quality improvement in the context of managing the quality improvement of the school environment according to the Directorate of Public Education, which is a small community that becomes a vector for student development, and not a bureaucracy full of administration.

Principals, teachers, counselors, and other education personnel continue to innovate to improve schools, not bureaucrats who are satisfied to obey the orders of their superiors (Milda, 2023);(Danumiharja, 2014). The school concept refers to the concept of an effective school, a school with a strong image: independent and providing a conducive atmosphere that enables students to develop critical, creative and dynamic attitudes (Nur, 2019);(Anita, 2019). Such schools have a strong framework of being accountable to students and citizens by providing quality service, not just to the government/foundation by following directions.

As an agent of change for social change, education in today's atmosphere of modernization and globalization is demanded to be able to play its role dynamically and proactively. Education is expected to be able to provide significant changes and contribute to improving the position of the ummah, both intellectual resources, spiritual morals, and at a practical level in the form of solutions to problems (Wahid, 2022). Schools run by leadership will be healthy and strong, so they can continue to develop programs that are credible and marketable. In turn, they become the main community program. Conversely, schools are left to the community if they are not managed in a manner that meets the requirements and expectations of stakeholders.

The description of the current state of educational institutions is an objective reality that occurs in almost all schools in Indonesia, both public and private. Even though public schools benefit from adequate facilities and infrastructure, they still face quite complex problems in general, especially those related to institutional independence when developing an

institutional vision. As a result, against the background of improving the quality of education and intense competition, the competitiveness of public schools can no longer be talked about. In addition, the authors encourage this research for several reasons: first, the development of education is not an easy task, it requires careful planning and support. Empirical investigation through research and evaluation can serve as the basis for information development.

METHOD

The paper employed descriptive qualitative with a literature study approach. It is a series related to the method of collecting library data, reading, and recording and managing research documents (Zed, 2008).

Systematically the steps in writing research are as shown in the following figure:

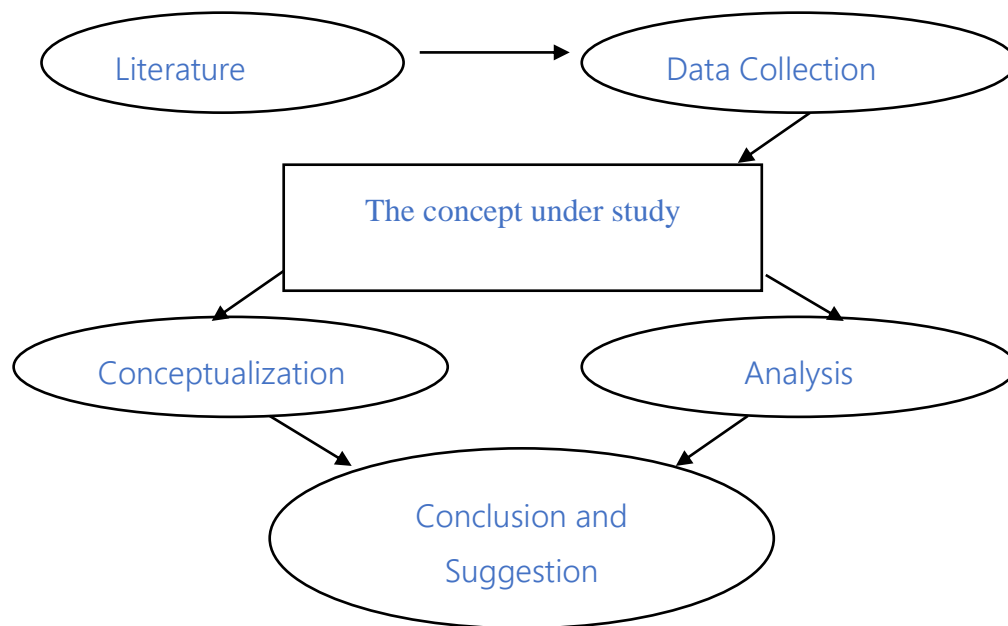


Figure 1. Flowchart of the concept studied

Data Collection Technique

The data was scrutinized from textbooks, journals, scientific articles, and literature reviews, which contain the concepts being studied.

RESULT AND DISCUSSION

Human resource management planning; in terms of school human resource management, planning is the process of determining future human resource needs based on changes in the school and the existing human resource supply.

Duties and Functions of Educational Human Resource Management

The objectives of educational human resource management are fundamentally different from human resource management in the context of non-profit institutions/companies. Nurul, (2020) explained that in the world of education, human resource management is more oriented towards developing quality education, forming reliable, productive, creative, and superior resources. It can be concluded that the quality of reliable educational institution human resources will produce quality resources.

By the law Chapter 39 No. 20 of 2003: (1) The task of education personnel is to provide administrative, management, guidance, supervision, and technical services in the implementation of educational unit education, to support the development of educational units. (2) Educators are professionals whose role is to plan and implement learning processes, assess learning outcomes, teach and train, and conduct research and community service, especially for educators in higher education. Specifically, Law No. 1 defines the duties and functions of teaching personnel (teachers and lecturers) Document No. 14 of 2007, as a driving force for learning to improve the quality of national education, as a scientific developer to improve the quality of national education, as a developer of science, technology and art, and as a beneficiary of society. Article 6 underlines the important role of teachers and lecturers as professionals in realizing the national education system and goals. These objectives include fostering the potential of students to realize characteristics such as faith and fear of God Almighty, having a noble character, physical and spiritual health, knowledge, creativity, independence, and responsible citizenship in a democratic society. Effective educational human resource management must involve educators who have various competencies following government and community regulations. These competencies include meeting the minimum qualifications and certification according to the level of teaching authority, being physically and mentally healthy, and having the ability to realize national education goals. Accredited tertiary institutions produce educators for formal education at various levels, including early childhood, elementary, secondary, and higher education. The duties of educators and educational staff include rights and obligations. First, they are entitled to proper and adequate compensation and social welfare guarantees. They are also entitled to receive awards according to work assignments and achievements, as well as pursue career development in line with quality development guidelines. In addition, educators and educational staff are entitled to legal protection in carrying out their duties and are entitled to intellectual property resulting from their work. They are also allowed to access educational facilities, infrastructure, and resources to support their duties. On the other hand, educators and education staff are obliged to create an educational atmosphere that is dynamic,

dialogical, meaningful, creative, and fun. They have a professional commitment to improve the quality of education and become role models for maintaining the good name of the institution, profession, and position following the mandate that has been entrusted to them (Seknun, 2012).

Human Resource Management Function

Human Resource Management encompasses a variety of activities associated with the management of Human Resources within an organization. The Human Resource Management function can be classified into two categories: management functions, such as planning, organizing, actuating, controlling, and operational functions, which include procurement, development, compensation, integration, maintenance, and separation, as described by (Cahyono, 2005).

The planning function serves as a crucial factor in determining individual programs that aid in accomplishing the objectives established by the organizational function. It serves as an essential tool for organizational success. After the implementation of the planning function, the personnel department undertakes the responsibility of organizing and structuring the relationship between factors, personnel, and work (Manda, 2016). The driving function is the leader's responsibility to direct employees in working collaboratively and efficiently while ensuring that the goals of all stakeholders in the organization are met. Lastly, the control function serves as an attempt to regulate activities according to a predetermined plan.

The labor procurement function is responsible for acquiring employees that meet the needs of the company in terms of both quantity and quality (Akbar, 2018). The development function is crucial in enhancing employee performance by providing education and training opportunities (Siregar, 2018);(Pangestuti, 2019). With the integration function, the organization aims to align the interests of its employees with its own to foster a mutually beneficial relationship. Additionally, maintaining a high-quality workforce is essential to ensure their loyalty and continued collaboration. Finally, the dismissal function serves as a means of ending an individual's employment relationship with the company for specific reasons.

The process of Human Resource planning focuses on satisfying the current and future demands of personnel. To accomplish this, leaders must conduct an investigation of job objectives, job requirements, and personnel availability (Catio, 2020). Recruitment is the process of locating qualified personnel to meet the predetermined Human Resources plan (Yaqien, 2011). Following recruitment, selection is conducted to identify personnel who meet the job requirements and are competent for the position.

The Role of HR Management in Education

Today's human resource management receives sharp scrutiny from various parties. Human resources have a greater impact on organizational effectiveness compared to other resources. How well human resources are managed will increasingly determine the success of the organization in the future. Human resource management itself will be a very important part of organizational management tasks. Conversely, if human resources are not managed properly then effectiveness will not be achieved

Human resource management assumes that employees are the most important asset of an organization and need to be managed properly (Akilah, 2018). Therefore, human resource management is more strategic for an organization to achieve its stated goals. An organization that is aware of its existence to achieve its goals needs effective human resource planning. Akilah, (2018) states that without the support of the right people, be it quantitative or qualitative, strategic and operational, an organization will not be able to sustain its existence, develop further and drive the organization forward in the future.

The growing role of human resource management stems from organizations' belief in its strategic role in the organization's competitive success. Competitive advantage depends largely on innovation. Innovation itself is influenced by motivating factors and the work ethic of employees or employees. The attitude of employees or employees is the result of the formation of environmental management policies and practices so that the main role, especially human resources, is to assist the organization in fulfilling its mission, vision, goals, and organizational structure.

Due to the important role of human resources in the implementation and achievement of organizational goals, the management of human resources must pay attention to several aspects, such as aspects of staffing, training and development, motivation, and maintenance which are stated in more detail by Decenzo, (2005), Indicate that human resource management is the part of an organization that deals with the human or human resource aspects of managerial positions, including recruitment, selection, training, rewarding and evaluation.

The Role of Human Resource Management in Improving School Quality

The principal is the person who runs the formal establishment. The leadership of educational institutions needs to get great attention, through good leadership it is hoped that quality human beings will emerge in various fields (Ariyani, 2017). It is essential that school principals possess the ability to coordinate and allocate school resources. This includes program planning and evaluation, educational program development, workforce

development, learning facilities and resources, financial management, student services, community involvement, and promoting a positive school atmosphere. It is clear that a principal's role as a leader requires a multitude of skills, such as interpersonal abilities, knowledge of staff, familiarity with the school's vision and mission, strong decision-making skills, and clear communication abilities.

In the realm of education, one of the most influential factors in the improvement of educational quality is the school principal. According to Chapter 12, paragraph 1, PP 28 of 1990, the school principal is responsible for a multitude of tasks including organizing educational activities, administering schools, developing educational staff, and managing the maintenance and infrastructure of the educational institution. The realization of academic objectives is largely contingent upon the leadership skills and sagacity of the principal, who is the head of the educational institution (Santika, 2017);(Prananda, G., & Hadiyanto, 2019). The role of the principal in a school is that of a professional leader who oversees all resources and collaborates with teachers to achieve educational objectives. The professionalism exhibited by school principals makes it effortless to professionalize education, as they possess a deep understanding of the needs of the school and are adept at guiding teachers to improve their skills. This results in a significant improvement in teacher professionalism, which enables them to achieve their goals and evolve beyond their previous level of competence.

This mode of education and training helps school principals improve the quality of themselves, enabling them to improve the quality of the educational resources of the schools they lead. Why the above findings are worth discussing is the impact of the principal's skills in managing and empowering educators and education staff on the quality of the professional development (PTK) of educators and education staff, creating collaboration and collaboration between employees, reviewing employee performance appraisals are examples of development and empowerment PTK. This is important in supporting PTK in providing quality services to all students so that they can improve their academic achievement significantly. By mastering these skills, settlers will be able to best manage and delegate PTK.

Discussion

Management is very important to study as a medium to achieve success, both for individuals and organizations. Suprihanto, (2021) explains that there are three reasons why humans study management, namely reasons regarding the past, present, and future. All of these reasons show an influence on humans who work or are active in organizations under the guidance of a manager.

Human resource development is achieved through simultaneous and continuous formal

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and non-formal education and training. An area of human resources considered important for educational human resource development. Namely, professionalism, competence, functional competence, participatory strengths and collaboration. However, the development of the five HR areas requires total quality control (TQC) and comprehensive training programs to be effective.

Human resource management in an organization is a way or method of managing human resources so that they support the achievement of organizational goals by striving to develop the capabilities of human resources to fulfill their roles and responsibilities in the organization, i.e. target human resources Being part of overall organizational management will have an impact on other areas of management as all the operations and functioning of an organization are based on the activities and performance of human resources within the organization.

Human resource management plays a very important role in an organization, including educational institutions such as schools, and effective human resource management is also required to improve the performance of the organization (Widiansyah et al., 2018);(Akilah, 2018). The need to seek to improve the quality of education has an impact on the need for schools to have educational human resources and other human resources so that they can function as well as possible. the current era of globalization where competition is increasing. The external environment demands continuous improvement in the quality of human resources. They have a creative and innovative attitude and are willing to face intense competition.

Therefore, with professional human resource management arrangements, it is expected that employees who work in companies, especially teachers who teach in schools, will work productively. HR management must be carried out as early as possible, starting from the recruitment, selection, placement, expertise, skills, and career development. This is done to organize and achieve the expected organizational goals.

CONCLUSION

Human resource management plays a pivotal role in improving the quality of education in schools. This is because quality human resources can ensure that the education provided to students continues to develop and continue to improve. Some of the important roles of HR management include recruitment and selection, training and balancing, evaluation and feedback, and conflict management. From the descriptions above, it can be concluded that to improve the quality of education in schools, the principal plays the most important role in managing human resources. Quality human resources in the true sense is that the work they

do will produce something that is desired from these workers. Quality is not only smart but fulfills the qualitative requirements demanded by the job, for example, abilities, skills, skills, attitudes and behavior.

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