

Implementation of Human Resources Management in Improving the Quality of Education in SDN No 35 Maccini Baji Takalar Regency

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Article Info

Human Resource Management and Education Quality

Abstract

This research aims to find out how the process of implementing human resource management improves the quality of education at SDN NO 35 Maccini Baji, Takalar Regency. This type of research is field research carried out by meeting respondents or informants directly. The data collection technique used to obtain valid data is through observation, interviews and documentation taken directly from informants, namely the principal and teachers of SDN NO 35 Maccini Baji, Takalar Regency. The data analysis techniques used are through data reduction, data presentation and drawing conclusions and verification. The results of the findings of this research are that the implementation of management in improving the quality of education is going well and is quite adequate, the implementation of human resource management at SDN No. 35 Maccini Baji goes through several stages (1) Carrying out an effective human resource planning process. (2) Carry out external recruitment through the education office and internal recruitment and selection for additional staff such as honorary teachers. (3) Placing employees according to interests and talents. (4) Holding training so that the skills of teachers and employees increase (5) Carrying out performance assessments within one semester. (6) Provide appreciation in the form of compensation and bonuses according to position and qualifications. (7) Terminate employment relations in accordance with mutual agreement. Meanwhile, improving the quality of education is carried out using input, process and output indicators in management. The input indicators are increasing teacher professionalism, the process of carrying out the recruitment process through promotions and improving facilities and infrastructure and the output indicators are academic and non-academic achievements.

1. INTRODUCTION

Education is an effort to enhance the quality of human resources. It has become a common knowledge that high-quality human resources are the key to a nation's progress. In the national development efforts, education plays an extremely strategic role. This is because good education molds an individual's character towards a better direction. With improved personality and attitude, the goals and aspirations of national development are more likely to be achieved. Discussions regarding education always appear to be engaging in its development. This is because all aspects of education continue to evolve in line with the changing times. Education should always be a priority in a country, as the outcomes of education are essential assets for the development of potential, creative, unique, disciplined, mentally strong, and tested human resources.

Education is a series of learning processes undertaken by an individual with the intention of achieving a better life. The expected result is the creation of competent human resources. Through the learning process, individuals are expected to acquire soft skills, hard skills, and ethics that are equally important for their future careers. Consequently, economic growth depends not only on substantial capital but also on high-quality human resources. Thus, it contributes to the improvement of national development. Observing this, many experts assert that human resource management, also known as HR management, is a crucial factor in any organization or institution. Essentially, all organizations function and operate based on the activities and performance of their human resources. Therefore, human resources are the central element in all organizational or institutional activities and management.

The role of human resource management in an organization primarily aims to support the achievement of goals in line with the organization's vision and mission. Through processes that develop the competence of human resources, they can fulfill their roles and functions, ultimately enhancing their performance within the organization or institution. Therefore, the objectives of management significantly influence other management areas. Human resource management is of great importance, particularly in educational institutions like schools. In its implementation, schools also require high-quality human resources to improve their performance.

Initiatives to enhance education should start with improving human resources to optimize results. This is essential due to the high expectations of society regarding the quality of education in the country. Moreover, the improvement of human resources is driven by external demands in this era of globalization, where the need for creative and innovative human resources is essential for competition with other countries. Human resource management can be defined as the science or art of maximizing the utilization of labor within an organization to achieve established goals. In the context of education, it is particularly important.

As stated by Soebagio Atmowirio, educational management is the process of planning, organizing, leading, and controlling within the scope of education. Since this occurs within the realm of education, the primary focus is on educators and educational resources to achieve educational goals. The national educational objectives, as outlined in the Indonesian Law No. 20 of 2003 concerning the national education system, are to develop the capabilities and shape the character and civilization of the nation. This includes nurturing individuals who are faithful, pious, morally upright, healthy, knowledgeable, skilled, creative, independent, democratic citizens who are responsible and accountable.

The improvement of education quality is an ongoing pursuit by stakeholders in the education sector. Entities ranging from the central government through the Ministry of Education and Culture to local governments and educational institutions continuously strive to ensure that educational programs run smoothly. High-quality education serves as a valuable asset in the development of education, producing capable graduates. Effective human resource management is essential for every organization, including educational institutions. The resources in question encompass educational personnel, including school principals, educators, student mentors, administrative staff, library staff, laboratory staff, janitorial staff, and security personnel.

The goal is to provide an efficient workforce for the school. Human resource management is intrinsically connected with recruitment, training and development, and performance appraisal. When recruitment is conducted appropriately, it results in a group of prospective employees who meet the desired criteria. Selection is carried out to ensure that those who best meet the criteria are accepted by the institution or organization. Following recruitment and selection, training and development are necessary. Through training and development initiatives, the workforce within the institution can improve their job quality and skills, enhancing their performance.

While it may not resolve all potential job-related issues, training and development can, at the very least, mitigate the risk of problems arising. Additionally, performance appraisal serves dual purposes for both the organization and employees. For the organization, it aids in decision-making on various aspects such as identifying training programs, selection, job placement, and serving as a reference in determining compensation, pay structures, salary increases, and more within the overall human resource management process. For employees, it is beneficial in boosting motivation, understanding one's strengths and weaknesses, allowing for self-improvement in performance, and fostering effective

communication between subordinates and superiors. Any institution aspiring to develop must pay close attention to its human resources and manage them effectively through a sound managerial program. In the context of education, managerial personnel, namely school principals, are integral. Principals must cooperate effectively with educational bureaucracy, teachers, and staff in the school environment to develop the institution towards betterment, aligning with their aspirations. One of these aspirations is to enhance and improve the quality of education by establishing a high-quality management system.

Building such a system encompasses various aspects such as human resource planning, recruitment and selection, appropriate job placement, human resource training, performance evaluation, fair compensation, and programs that regulate relationships among employees and with the community. All these activities must be carried out professionally and consistently to ensure that the institution's vision and mission in human resource management are executed effectively. The enhancement of education quality cannot occur instantaneously but must begin with fundamental elements such as improving human resources within the institution, particularly the school principal and teachers.

School principals play a central role as decision-makers responsible for the improvement and success of their schools. This role is especially critical in enhancing the professionalism and competence of teachers, as they are the primary actors in the educational process, responsible for educating, teaching, guiding, training, and evaluating students, ultimately producing capable graduates. The success of an educational program within an educational institution can be observed through the development of human resources who possess the potential to grow within their surrounding environment. This process is influenced by several factors, including the effectiveness of the learning environment. In educational institutions, it is essential to

provide competent and qualified teachers in their respective fields. Additionally, institutions are required to provide adequate facilities and infrastructure to facilitate more effective teaching and learning.

The connection between human resource management and the improvement of education quality within an institution is a mutually dependent relationship that cannot be separated. The enhancement of education quality is founded on the roles of individuals within the institution. If the human resources involved in the institution lack competence, it will impact the learning process within the educational institution. This concern is particularly pertinent to SDN No. 35 Maccini Baji in the Takalar Regency. SDN No. 35 Maccini Baji is one of the elementary schools in the Takalar Regency.

Based on an initial survey conducted by researchers, several issues related to human resource management in improving education quality have not been fully addressed. This is evident in cases where teachers are found to be teaching subjects outside their area of expertise. Furthermore, the professionalism of teachers in the teaching process has not been maximized, as there are instances of teachers lacking discipline in their teaching practices. This requires the school's attention because one of the reasons for the low quality of education in the institution is the inability of teachers to demonstrate adequate performance.

Another issue pertains to the facilities, including seating arrangements, desks, and books, which are inadequate to support effective teaching and learning processes at SDN No. 35 Maccini Baji in the Takalar Regency. Given these challenges in human resource management and educational quality improvement, it is essential for SDN No. 35 Maccini Baji to prioritize its human resource management program and enhance its facilities and infrastructure to align with the institution's vision and mission of improving education quality.

Based on the outlined issues, the research interest is centered around the title "The Implementation of Human Resource Management in Enhancing Education Quality at SDN No. 35 Maccini Baji in the Takalar Regency." Please note that the translation provided is quite lengthy, and if you have any specific questions or need further assistance with this topic or related issues, please feel free to ask.

2. LITERATURE REVIEW

2.2 Understanding Management

Management is the art of implementing and organizing to achieve a goal. According to George Robert Terry, quoted by Wijayanti (2008: 1), management is a special process consisting of several actions, namely planning, organizing, moving and monitoring, all of which are carried out to determine and achieve predetermined targets by utilizing all organizational resources, including human Resources. The understanding of management put forward by many experts can be found in various literature and certain reading sources and refers to their respective perceptions and views. This gives rise to various definitions of management that differ from one another.

Management is seen as a form of work unit which consists of coordination in the management of every resource in the organization. The resources in question include human resources (labor), material (land) and capital (funds) as well as the methods used to achieve the goals set by the organization. In management, human management is the core factor because humans are the ones involved in the planning, organizing, directing, training and supervision processes. For this reason, professional and proportional human resources are needed. Professional is defined as the distribution of tasks in accordance with one's expertise and skills within the organization, while professional is interpreted as a distribution of tasks that is balanced between a person's abilities or skills and the workload that must be completed by a person

within the organization. By having a professional and professional division of tasks, work stability will be created in accordance with the human resources involved without excessive pressure so that they can work optimally in helping the goals of the organization.

Human resource management has a very important role in an organization. A quality organization requires quality human resources to develop and achieve the organization's desired goals. Human resource management can be defined as activities that include attracting, training, developing, monitoring, maintaining and using human resources to achieve individual goals or objectives within the organization. Meanwhile, human resource management is also referred to as a policy that is structured in a series of activities to meet workforce needs which includes aspects contained in human resources such as the design and implementation process of employee planning, career management, employee development, performance evaluation and labor relations in organization. In principle, human resource management includes policies and decisions that affect employees or the workforce.

Several experts emphasize that the definition of human resource management focuses on employee activities as the core of human resource management, such as Hasibuan (2006:10), Hasibuan defines human resource management as a field of study that studies the science or art of managing the relationships and roles of the workforce so that effective and helps realize the goals of the company, employees and society. And the opinion of Bohlander and Snell (2010: 4) which states that human resource management is a science that studies how to empower employees in a company in creating jobs, work groups, developing employees who have abilities, identifying an approach to be able to develop employee performance and providing reward them for their efforts. As well as Ambar Teguh Sulistiyani and Rosidah (2003:11)

explain that human resource management is the development and utilization of the workforce in order to achieve individual, organizational, community, national and international goals and objectives effectively and efficiently.

Meanwhile, other experts are of the opinion that human resource management places more emphasis on elements of strategic, managerial importance and sustainable human resource planning processes. As according to Henry Sinamora (1999:3) who defines human resource management as the utilization, development, assessment, provision of services and management of individual members of an organization or work group, human resource management also involves the design and implementation of planning systems, personnel preparation, employee development, career management, job evaluation, employee compensation and smooth labor relations. And the opinion of Mutiara S. Panggabean (2007:15) which defines human resource management as a process consisting of planning, organizing, managerial or leadership and controlling activities with job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment relations in order to achieve predetermined goals. And Sofyandi (2009:6) who provides a definition of human resource management is a strategy in implementing management functions, namely planning, organizing, leading and controlling in every activity or operational function of human resources starting from the process of attracting, selecting, developing or training, placements which include promotions, demotions or transfers, performance appraisals, compensation, industrial relations, and termination of employment which are intended to increase productive contributions from the source, namely humans, to organizational achievements.

Based on the explanation above, the researcher can conclude that resource management is a resource management

process that involves all labor departments in the organization and their empowerment effectively and efficiently so that they are able to work optimally and help the organization to achieve its stated goals. This utilization is carried out through planning, selection, training, development and supervision processes.

3 RESEARCH METHODS

This research employs a qualitative method aimed at understanding the behavior, actions, and motivations of the research subjects by describing them in a narrative form. The research focuses on uncovering issues related to the implementation of human resource management (HRM) in improving the quality of education at SDN No 35 Maccini Baji, located in Takalar, South Sulawesi. The research was conducted at this location due to its proximity to the researcher's residence. The research duration spanned approximately two months, starting from March to May 2022. In data collection, this research utilizes both primary and secondary data.

Primary data is obtained through direct interviews with educational personnel at SDN No 35 Maccini Baji, including the school principal and teachers. Secondary data, in the form of books, literature, and previous research, is used as supplementary information. Data collection methods involve observation, interviews, and documentation. Observation is carried out by directly observing the conditions and the implementation of HRM at the school. Interviews are conducted with open-ended questions directed at informants such as the school principal and teachers to gain deeper insights. Documentation is used to gather information regarding the school's general overview, vision and mission, organizational structure, history, the number of students and staff, performance planning programs, and other relevant information. The research instruments utilized include observation guidelines, interview questionnaires, and documentation notes.

4 RESULTS AND DISCUSSION

Based on the in-depth observations, interviews, and documentation conducted over a specific period regarding the implementation of human resource management (HRM) to improve the quality of education at SDN No 35 Maccini Baji, the following research findings have been obtained.

4.2 Implementation of Human Resource Management at SDN No 35 Maccini Baji, Takalar Regency

One of the key determinants in the management process is human resources. The importance of human resources needs to be recognized, especially in the field of education. The implementation of human resource management should run effectively and efficiently in all aspects to promote the growth and development of education quality, including at SDN No 35 Maccini Baji. In the implementation of human resource management, it must adhere to applicable standards and procedures. Based on research findings, the planning process involves the school principal convening meetings with all stakeholders to plan school activities for a semester.

This planning is based on the school's vision, which aims to produce graduates who are faithful, high-achieving, and have good character. Recruitment processes involve external recruitment through the education department's selection process for civil servants, while additional honorary staff recruitment is handled independently by the school. The advantage of this approach is that the school can assess the skills of potential teachers directly. Selection and placement, especially for honorary staff, are conducted transparently, with specific job requirements and skill assessments. Training and development focus on off-the-job training, which occurs outside the workplace, often through workshops or district-level teacher collaboration groups (KKG). This is done to enhance teachers' professionalism.

Performance evaluation includes both government-mandated standards with minimum score requirements and direct assessments through classroom visits. The results of these evaluations serve as a basis for the school's assessment of its teachers and staff. Compensation for employee performance is provided directly by the school on a monthly basis, including bonuses for participation in events and annual benefits like holiday bonuses (THR), with varying amounts based on job level and qualifications. Termination of employment can occur if an employee fails to meet performance qualifications or engages in serious misconduct. Additionally, employees have the option to request termination based on specific conditions, such as retirement, as seen in the case of a teacher at SDN No 35 Maccini Baji.

4.2 Strategies to Improve the Quality of Education at SDN No 35 Maccini Baji, Takalar Regency

Improving the quality of education at SDN No 35 Maccini Baji is a top priority for the school, alongside enhancing human resources. To achieve educational quality improvement, effective strategies must be implemented optimally within the teaching and learning process. Research findings reveal strategies based on the input, process, and output concepts in management. Efforts to enhance input, particularly the quality of teachers, involve creating a professional teaching staff to improve educational quality. Professional teachers possess excellent skills and extensive experience in their field. They are required to have specific expertise in teaching and adapt to technological advancements in education.

Professional development is supported through training, workshops, and seminars attended by teachers outside the school. Community support is crucial in the school's efforts to improve educational quality. To attract more students, the school engages in promotional strategies, including banners displaying the school's vision and mission strategically placed to reach the wider

community. The school also encourages students to excel academically and participate in various academic and extracurricular activities, fostering their talents and interests. These efforts aim to improve the school's image and reputation, thereby gaining the trust of parents in enrolling their children at SDN No 35 Maccini Baji.

Creating a conducive learning environment by improving facilities and infrastructure is another key strategy. While classroom space is sufficient, there is a need for more teaching materials, including textbooks and library resources. However, budget constraints have limited the school's ability to upgrade facilities and infrastructure, causing progress to be slow. Furthermore, the school conducts evaluations to identify obstacles to educational quality improvement and correct them. Focus areas for evaluation include human resources and the need for additional staff, especially in the library.

Additional emphasis is placed on enhancing facilities, such as increasing the availability of textbooks and reference materials, improving sports facilities, and adding health rooms. These efforts are aimed at achieving optimal educational quality at SDN No 35 Maccini Baji. Please note that while the translation captures the content, it may require some adjustments for precise grammar and readability.

5 CLOSING

5.1 Conclusion

Based on the in-depth research and comprehensive discussion regarding the implementation of human resource management to improve the quality of education at SDN No 35 Maccini Baji in Takalar Regency, several key conclusions have been drawn. Firstly, human resource management is recognized as highly significant by the school principal at SDN No 35 Maccini Baji for enhancing the quality of education. The human resource management process at the school encompasses various crucial steps, including effective human resource planning involving all

relevant stakeholders, recruitment through external and internal selection processes, strategic placement of employees based on their interests and abilities, provision of off-site training to enhance teacher and staff skills, regular performance evaluations, and recognition of employee performance through compensation and bonuses. Additionally, the school also has procedures for employment termination, either due to significant errors or mutual agreement. Secondly, achieving improved educational quality is a paramount objective for educational institutions like SDN No 35 Maccini Baji. The school principal has implemented a set of strategies to realize this goal. These strategies involve enhancing teacher professionalism through external training opportunities, promoting student recruitment by actively engaging the community through banners and encouraging academic and non-academic achievements, improving facilities and infrastructure to support effective teaching and learning, and conducting regular evaluations to assess the school's progress and determine future steps to address any shortcomings. These conclusions highlight the school's commitment to effective human resource management and the importance of strategic initiatives to elevate the quality of education at SDN No 35 Maccini Baji in Takalar Regency.

5.2 Suggestions

Based on the conclusions outlined above regarding the "Implementation of Human Resource Management at SDN No 35 Maccini Baji, Takalar Regency," the author would like to offer several recommendations: Firstly, for school leadership and management, particularly the school principal of SDN No 35 Maccini Baji, the findings from this research can serve as valuable reference material emphasizing the significance of human resource management in enhancing educational quality. The school principal should also prioritize the improvement of facilities and infrastructure to support the teaching and learning process effectively.

Secondly, for educators and teaching staff, it is essential to engage in continuous professional development, training programs, and regular evaluations to further enhance their professionalism and competence as teachers. Thirdly, the local education authority in Takalar Regency should allocate more attention and resources to evaluate and support primary schools, especially in terms of budget allocation such as the School Operational Assistance (Dana BOS) to contribute to the enhancement of educational quality. Lastly, for future researchers, it is recommended to expand upon this modest study by delving into more comprehensive models and in-depth discussions, building upon the factual insights gathered from field research. This would allow for a more comprehensive understanding of the subject matter.

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