



## Implementation of Human Resource Management in Increasing School Effectiveness at SMPIT Al Hijrah 2 Deli Serdang

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### ABSTRACT

This study aims to deepen and analyze the implementation and effectiveness of human resource management in the context of educational institutions in schools. This study uses a qualitative method with a descriptive approach. The data collection techniques used in this study are interviews and documentation. The validity of this research is also obtained through the source triangulation technique, which compares the information obtained by the author with the theory used. Informants in this study consisted of school principals, administrative heads, and teachers. Data analysis is carried out through data reduction, data presentation, and conclusion drawing. The results of the study show that the implementation of human resource management at SMPIT Al Hijrah 2 Deli Serdang has been carried out well, with a focus on four aspects; recruitment, training, compensation, and termination. The four main aspects studied by the author are in line with Schuler's theory and the opinions of the three informants studied. The results of this study are expected to contribute to the development of human resource management theory and practice, and provide useful guidance for educational institutions in improving the quality and effectiveness of human resource management.

*Effectiveness, Human Resource Management, Implementation*

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## INTRODUCTION

The quality of a nation's human resources depends on its people. The more qualified the human resources of a nation, the more advanced the country will be. This is proven by developed countries such as Japan and America which pay attention to the quality of their human resources. For example, the Japanese state was able to rapidly improve the quality of its human resources after the second world war, this was because after the Hiroshima and Nagasaki tragedies the Japanese government, namely Emperor Hirohito, said, "how many teachers are available?" and emphasized "Japan will not be able to catch up with America if it

does not learn". Awareness of the quality of human resources is shown in the country to rise and develop.

Human resources in the modern era today have many challenges in their management. Technological developments are the biggest example that have an impact on humans. Humans are forced to keep up with developments in order to compete in the current era of globalization. In this era, humanity is required to be dynamic and competitive. Without dynamic and competitive capabilities in the era of globalization, life and competition will feel difficult. The era of globalization has a positive impact on human life, but on the other hand, globalization also has a negative side to human life.

One of the prosperity of a nation is the quality of its human resources. When the quality of human resources can be improved, the awareness of knowledge will increase. The first step in improving human quality is through education. Through education the quality of the nation's children can be realized and developed. Education is an activity of a business that aims to develop human potential to be of higher quality through learning activities. Education functions as a shaper of the face of humanity that has good moral, intellectual and human qualities and through educational activities it is hoped to produce human qualities that are able to adapt and are useful for themselves and the nation. Education plays a big role in forming good human qualities, therefore the importance of maintaining the quality of a nation's education is the most important formula in the process.

Education requires management in managing its goals and vision and mission so that they can be pursued effectively. One of them is human resource management in the field of education which is the most important factor in running other resources. Human resources have such an important role considering that only human resources have common sense in carrying out goals. Thus educational institutions must be able to manage the process of recruitment, training, compensation and termination in educational activities in order to create and maintain the effectiveness and efficiency of the goals to be achieved.

Human resource management plays an important role in increasing the effectiveness of human resources in schools. The human resources in question are educational staff which include education unit managers, education owners, supervisors, teachers, researchers in the education sector, librarian developers, laboratory assistants, and technicians in the education sector. The purpose of implementing human resource management is to provide an effective work unit for schools.

Schools that have good quality education are a dream for parents who want to send their children to school in the hope that their children can become the successors of the nation who have good morals and faith, good knowledge, and are wise in choosing and determining their future path in life. Quality teachers will create quality

students. Therefore, schools must have criteria in selecting prospective teachers in recruiting their schools so that these teachers have an attitude of professionalism in teaching and are able to make the maximum contribution to the schools they teach.

Education in the end has several problems that arise where the lack of quality and professionalism of teaching staff in the field of education. This is the basic reference for the author to examine how to manage quality human resources. The problem that the author assumes is either directly from the field or from community input regarding education, many say that the quality of teachers in some schools is still not qualified due to a lack of awareness of educating students professionally and still sometimes abandoning their obligations as teachers and providing some tasks without providing prior information to students where this seems to force students to find out things they do not know and actually hinders the process of efficiency and effectiveness of students reaching their potential.

The process of achieving the required employee quality must go through several stages of screening. In general, this screening process takes the form of a selection that has been adjusted by the school according to its vision and mission. The recruitment process is the first step in finding suitable employees. After recruitment occurs according to school requirements, staff training must also be considered. This training aims to ensure that working employees understand, improve and become more professional about their work. The training aims to ensure that each employee understands and is professional in their respective positions.

One way to develop human resources in education is through the development of educational staff and the development of school principals (Rosida., 2021). The importance of schools maintain and sharpen the ability of employees. Apart from recruiting and training, compensation is also very important. This aims to maintain and appreciate the services of these employees. Compensation is an important part, because with compensation awards are given to employees. Apart from this, in maintaining the quality of human resources. Dismissals also need to be carried out, this aims to ensure that employees who do not meet the standards can be replaced by those who do. Schools' firmness in managing their own employees is an important step. Especially in maintaining and carrying out the vision and mission that will be achieved. The problems that often occur often lie with humans themselves, who sometimes make mistakes in positioning. These mistakes can have a fatal impact on the future of the school.

## **RESEARCH METHOD**

The type of research that the author studied used descriptive qualitative research methods (Soegiono., 2019). The author's approach is an approach carried out using the field research method (Suharismi and Arikunto., 2011). The author obtains data based

on the situations and conditions that occur in the field by looking for meaning and does not add or change the variables that the author examines. This research was conducted at SMPIT Al Hijrah 2 Deli Serdang. Data collection was carried out through unstructured interviews and documentation. Data sources include primary sources and secondary sources. Primary sources are school principals, heads of administration, and teachers. Secondary sources are documents and various other literature that strengthen the authenticity and factuality of school data. Data analysis uses a model (Siyoto and Sodik, 2015), a series of activities for reviewing, grouping, systematizing, interpreting and verifying data so that a phenomenon has social, academic and scientific value. The reduction process is carried out to select the main and appropriate matters, then the data presentation is carried out, and data verification is carried out so that the validity of the data is maintained and the discussion does not run away from the intended point. Test the validity of the data using source triangulation and technical triangulation.

## **RESULTS AND DISCUSSION**

### **Result**

Research findings and results related to the implementation of human resource management at SMPIT Al Hijrah 2 Deli Serdang which includes recruitment, training, compensation and dismissal.

Recruitment that took place at SMPIT Al Hijrah 2 Deli Serdang, was based on findings from the interview and documentation processes. There are findings that the author found, namely as follows: 1) the recruitment process is carried out by filing in accordance with applicable requirements and graduates at SDIT Al Hijrah 2 Deli Serdang are prioritized, 2) after the registration is complete, prospective teachers will be re-selected at the Al Foundation Hijrah for regeneration. 3) after the process is complete, the candidate will be directed back to SMPIT Al Hijrah 2 Deli Serdang for the inauguration.

The training which took place at SMPIT Al Hijrah 2 Deli Serdang, the results provided findings, namely: 1) regular training every week, 2) annual training before entering new teachings. 3) The training process is carried out offline and carried out in the hall. 4) if there are teachers or staff who cannot attend the training process, follow-up training will be carried out in the near future.

Compensation which took place at SMPIT Al Hijrah 2 Deli Serdang, the results found were as follows: 1) awards for teachers who excel, 2) prizes in the form of education by continuing Masters for five people, 3) social assistance to teachers or staff who are currently receiving disaster, 4) Umrah program for teachers and staff who excel.

The dismissal carried out at SMPIT Al Hijrah 2 Deli Serdang had the following

findings: 1) The dismissal was carried out in accordance with applicable laws, 2) The dismissal was carried out in accordance with the provisions in the form of not smoking, not dating, in the process or already in the process recruitment in an institution, company, school or organization. 3) The stop is crosschecked again at the Al Hijrah Foundation so that there are no mistakes in the process.

### **Discussion**

Human Resource Management is a management activity that is rooted in the word manage which has the meaning of administering, managing, implementing, and managing.

Existing resources, including human resources. Human Resource Management according to Cushway in Priyono (2010) defines, *"part of the process that helps the organization achieve its objectives"* which defines that human resources are one part of the process of achieving company goals. Meanwhile, Schuler in Priyono interprets, *"Human Resource Management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contributing to the goals of the organization, and the utilisation of several functions and activities to ensure that they are used effectively and fairly for the benefit of the individual, the organization, and society"* This understanding means that human resource management is the most important factor in an organization in achieving the organization's goals. Management in human resource management also provides benefits for both parties, both the company and the employees themselves.

From the research findings, the author conducted an analysis of research results at SMPIT Al Hijrah 2 Deli Serdang. This analysis was carried out with several facts and field data findings by comparing existing theories in human resource management. Human Resource Management, which is divided into four indicators, namely recruitment, training, compensation and dismissal, is the author's benchmark in this research. This is because these four factors are important implementation activities in maintaining quality human resources.

#### **First, Recruitment**

Recruitment according to Werther and Davis theory in Nila (2016) suggests that recruitment is "the process of finding and attracting qualified applicants to be employed" whereas according to Kasmir in Nila (2016) recruitment is "an activity to attract a number of applicants to apply to institutions". According to these two theories, recruitment is an activity to attract a number of employees according to the conditions needed.

The results of research on recruitment found at SMPIT Al Hijrah 2 Deli Serdang are in broad outline in accordance with the steps in the recruitment process. In the theory of Wether and Davis in Nila (2016) the recruitment process must comply with the desired conditions in the selection. This is in accordance with existing theory, by

assessing the needs aspect in selection. The recruitment process is an important asset because it directly carries out the school's vision and mission activities.

### **Second, Training**

Training according to Wexley in Genot (2017) is "Training and development are term is referring to planned efforts designed facilitate the acquisition of relevant skills, knowledge and attitudes by organizations members. Development focuses more on improving the decision making and human relations skills and the presentation of a more factual and narrow subject matter". Wexley and Yulk's opinion explains that training and development is something that refers to matters related to planned efforts carried out to achieve mastery of skills, knowledge and attitudes of employees or members of the organization. Development is more focused on improving skills in decision making and human relations.

The training process that took place at SMPIT Al Hijrah 2 Deli Serdang, the results provided findings, namely: 1) regular training every week, 2) annual training before entering new teachings. 3) The training process is carried out offline and carried out indoors. 4) if there are teachers or staff who cannot attend the training process, follow-up training will be carried out in the near future.

Based on these findings, the author analyzes that these findings are in accordance with Wexley's theory in Genot (2017) where training is a development process that refers to the main things in the needs of an organization or company. These findings provide an illustration that SMPIT Al Hijrah 2 Deli Serdang pays attention to the training carried out so that it meets the main objectives of the school. The training process is an important aspect in developing teachers and staff to comply with the vision and mission of SMPIT Al Hijrah 2 Deli Serdang.

### **Third, Compensation**

Compensation according to Schuler in Hakim (2009) "in principle rewards can be divided into two, namely intrinsic rewards and extrinsic rewards. Intrinsic rewards are rewards that employees receive for themselves while extrinsic rewards include direct compensation, indirect compensation and non-monetary rewards" . Compensation is also a way of appreciating employee performance. According to Siagian in Ameliawati (2015), "A sense of justice can make employees satisfied with the compensation they receive."

These findings provide an analysis that is in accordance with Schuler's theory in Hakim (2009) that compensation is an activity of giving appreciation for services that have been provided. The author's analysis of the theory and data findings is in accordance with what was carried out. Providing compensation is an important aspect to foster enthusiasm for work. Giving gifts in the form of rewards for the services they provide will create a feeling of happiness in itself. SMPIT Al Hijrah 2 Deli Serdang pays attention to providing appropriate compensation.

#### **Fourth, Dismissal**

Termination according to law. No. 13 of 2003 means that dismissal or termination of employment is the termination of the employment relationship due to certain reasons which result in the end of the rights and obligations between workers and employers. Meanwhile, according to Moekijat in Siti, it means that "Dismissal is the termination of an employee's working relationship with a company organization".

According to Manulang in Sri Zulhartiti, the term employment termination can provide several meanings, namely: 1) Termination, namely the termination of the employment relationship due to the completion or expiration of the agreed employment contract. At the end of the contract, if there is no agreement between the employee and management, the employee must leave his job. 2) Dismissal, namely the termination of the employment relationship because the employee commits a predetermined disciplinary violation. For example: employees make mistakes, such as consuming alcohol or psychotropic drugs, being violent, committing crimes, damaging factory work equipment. 3) Redundancy, namely termination of employment because the company is developing using new technology machines, such as: the use of industrial robots in the production process, the use of heavy equipment that is sufficient to be operated by one or two people to replace a number of workers. This results in a reduction in the workforce. 4) Retrenchment, namely termination of employment which is associated with economic problems, such as economic recession, marketing problems, so that the company is unable to provide wages to its employees.

These findings provide analysis results that SMPIT Al Hijrah 2 Deli Serdang has carried out dismissals in accordance with applicable laws and regulations. According to Law. No. 13 of 2003 provides dismissal regulations that state that dismissal is carried out for certain reasons which result in the end of the rights and obligations between workers and employers. This dismissal process needs to be paid attention to because mistakes in carrying out the dismissal will have quite significant impacts. SMPIT Al Hijrah 2 Deli Serdang has paid attention to the dismissal process by cross-checking the termination decisions and policies that have been set.

#### **CONCLUSION**

After the writer gets the information and analyzes the information. The author concludes that the implementation of Human Resources Management at SMPIT Al Hijrah 2 Deli Serdang has gone very well in its implementation. The author analyzes and compares these things based on theory, laws, shared information, documentation, and the results of analysis in the field. The results of research regarding the Implementation of Human Resource Management at SMPIT Al Hijrah 2 Deli Serdang can be concluded as follows:

1. Recruitment

SMPIT Al Hijrah 2 Deli Serdang has a need for teacher recruitment, the recruitment process is carried out through two selections, namely selection from the Al Hijrah Foundation and forwarded to the school, the main requirements needed are to have good behavior, not dating, S1 graduate, minimum GPA 3.0, able to read the Koran well. The obstacle that occurs is the difficulty of finding teachers who suit your needs.

2. Training

Training at SMPIT Al Hijrah 2 Deli Serdang has two routine programs, annual and weekly. The program takes the form of teacher training, training on the integration of Islamic values in teaching, excellent service training, presentation training, excellent service training, training in making learning equipment.

3. Compensation

Compensation at SMPIT Al Hijrah 2 Deli Serdang takes the form of Master's education, compensation for those who want to get married, assistance for those affected by disaster, illness, economic assistance, Umrah for five people, and compensation for additional hours.

4. Termination

The dismissal at SMPIT Al Hijrah 2 Deli Serdang has a policy, namely warning letters one to three, where the rules include no smoking, dating, criminal acts that are against state law, and also other rules apart from personal mistakes such as staff or teachers being accepted into the company. , CPNS or other things that make it possible to move from SMPIT Al Hijrah 2 Deli Serdang.

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