



Evaluation of the Effectiveness of Human Resources Management Improving the Quality of School Education

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ABSTRACT

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This article aims to evaluate the effectiveness of human resource management (HR) in improving the quality of education in schools. Through a comprehensive approach, this article will analyze various aspects of human resource management in schools, including planning, development and evaluation of the performance of teaching and education staff. Furthermore, the impact of HRM on improving the quality of learning processes and outcomes in schools will be studied in depth. The resulting findings and recommendations are expected to provide insight for stakeholders in efforts to improve the effectiveness of HRM and the quality of education in schools.

Human Resources (HR) Management, Quality of School Education, Effectiveness, Evaluation.

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INTRODUCTION

As a formal educational institution, schools must have clear and measurable plans. Educational plans have an important sequence during learning. Educational planning clarifies the direction of educational business processes and enables the management of educational institutions to be more effective and efficient. Effectiveness is the level to which a social system achieves its goals. Effectiveness of school resource management is the level of achievement of management goals and utilization of existing resources, including teaching staff, educational staff, infrastructure, etc., to achieve school goals and have a school environment that supports activities. the learning and output produced by the school can benefit society. In this case, the school's resources include human resources and non-human resources. These human resources include school principals, educators and education staff. Non-human resources include infrastructure, environment, school programs and other programs

Human resources currently have many challenges that must be managed. Technological developments are the biggest example that influence humans. Society is

required to follow continuous developments to compete in this era of globalization. In this era, humanity must be dynamic and competitive.

Education requires leadership in managing its goals and vision and mission in order to achieve them effectively. One of them is the management of human resources in the education sector, which is the most important factor in the utilization of other resources. Human resources play a very important role, because only human resources play a role in implementing goals. Therefore, educational institutions must be able to manage the recruitment, training, compensation and dismissal processes in educational activities to create and maintain the effectiveness and efficiency of the goals to be achieved

Teachers are educators who are role models and identify with their students and the environment around them. Therefore, teachers must have certain personal quality standards which include responsibility, authority, independence and discipline. to improve the quality of education through developing educational human resource competencies, there are several practical recommendations that can be implemented. First, educational institutions need to focus on developing teacher competency in applying information technology in learning. This can be done through integrated and ongoing training programs, both at work and outside the workplace. Second, it is important to strengthen collaboration between educational institutions, industry and government in creating a learning environment that is conducive to facing challenges and opportunities in the digital era. Third, continuous evaluation and improvement of the curriculum and teaching methods is also key in making the importance of focusing on developing educational human resource competencies become increasingly evident amidst various dynamics and changes in the world of education. By understanding how human resource competency development can effectively improve the overall quality of education, more efficient strategies and methods can be found to overcome the challenges faced by stakeholders in the education sector.

RESEARCH METHODE

This research uses a type of literature study (literature review) with the review model chosen, namely narrative review. Using the narrative review model, this research compares data from various international journals which have been analyzed and summarized based on the author's experience, theories and existing models. The research method used is a qualitative method with secondary data sources obtained from several international journals, articles and previous research which were analyzed by the author regarding the topic to be researched in this research. Researchers use descriptive analytical methods by collecting, identifying, compiling and analyzing various data found. Meanwhile, to look for novelty, the author limits the time aspect of publishing articles from 2010 to 2024 within the last 14 years. This secondary data was

used as review material for a number of articles, both international and national. Literature review data collection uses three databases, namely Google Scholar, Scopus, and PubMed. However, apart from using the main data source, the author also adds other literature sources that are relevant and valid for the theme discussed.

RESULT AND DISCUSSION

Effectiveness of HR management in institutions education

Human resources are an important role in an educational institution. The success of the institution can be measured by its ability to overcome various challenges that come from both inside and outside when achieving educational goals. The role of the school principal as a manager in managing human resources in the institution is very crucial in achieving this success.

Human resource management has aspects of management science that relate to the management of individuals in an organization. The task of HR management is carried out by the school principal as a manager for educators and educational staff, with the aim of achieving the target or mission of the educational institution. Human resource management encompasses a range of policy activities, including screening, recruiting, training, evaluation, and decision-making processes. People are considered a key element in human resource management (Restanti, 2015).

Human resource management is an applied branch of educational management. In this case, there are two main functions of human resource management, namely the management function and the operational function. Management functions include planning, organizing, directing and controlling, while operational functions include procurement, development, compensation, integration, maintenance, discipline and termination (Dan & Arif, 2013).

Schools have a key role in educational development, because as part of the bureaucratic structure involved in educational development, schools act as the main implementers of all educational programs designed from the national level to operations at the school level. The development of education is greatly influenced by the performance of educators in schools (Pendidik, 2020). Human resource management consists of four word elements, namely management, resources, resources, and people, all of which have meanings that are easy to understand. "Human resources" refers to the process of managing human resources based on management functions (Afor et al., 2022).

Human resource management, especially in educational institutions, is a very important element for developing and improving the quality of education in order to achieve the desired educational goals. The quality of education is greatly influenced by the quality of human resources which play a very important role in improving the quality of education, this can be seen in educational institutions.

Graduate quality concerns high academic achievement and competitive ability, while service quality focuses on efforts to serve the needs of students, teachers, staff and the community effectively so that all parties feel satisfied with the services provided by the school (Mustari et al., 2014). School is a place to receive education in a structured, systematic, planned and sustainable manner, including Boys and Girls Islamic Boarding Schools. Therefore, teachers need to pay attention to the quality of service to students to improve the quality of education. In addition, the leadership of school principals who are able to utilize school resources, such as transformational leadership, is also very necessary (Barat et al., n.d.). Human resource management refers to a series of activities carried out by an educational institution to manage its human resources. The aim of this management is to improve individual and group performance within the institution.

Human resource management involves several activities. First, management of teaching and education personnel, which includes recruitment, selection and training processes. Second, salary and compensation management, which includes salary management for all staff, performance bonuses, and various other allowances or rewards. Third, external relations management, which involves managing the institution's relations with outside parties that are relevant to the school's vision and mission, such as non-formal education institutions or government agencies. Fourth, performance management, which includes measuring, developing and improving the performance of educators, education staff and other members of the school. Fifth, leadership management, which involves developing the leadership abilities of school principals, educators, and setting up leadership structures within educational institutions. In a management context, ongoing evaluation is very important. Human resource management, starting from school principals, teachers, to education staff, has a significant role in it. Overall, human resource management is a key factor at various levels of education.

Teachers and other educational staff have an important role in the learning process, so that effective human resource management directly impacts student performance and learning achievement. To ensure smooth running of educational institutions, effective and sustainable human resource management is essential. Several steps that can be taken in managing human resources in education include:

1. Carry out recruitment and selection of teachers and educational staff according to the required competencies.
2. Carrying out training and competency development for teachers and educational staff to be able to teach in accordance with the adopted curriculum.
3. Developing a leadership structure at school.
4. Manage salaries and compensation for teachers and educational staff according to the performance achieved.
5. Manage relationships with external parties.

6. Manage the performance of teachers and educational staff by regularly measuring and improving performance.
7. Providing or providing educational facilities and equipment.

In addition, school principals have important responsibilities in developing human resources in schools (Rapang et al., 2022). First, the principal needs to understand it to be able to implement it well. Second, the principal and educational staff need to plan implementation at school by determining the appropriate time, methods and learning resources.

Next, the third step is to develop a learning program that is in accordance with the Independent Curriculum, including setting learning objectives, success indicators and relevant learning activities. The fourth step is to prepare the learning resources needed to implement the Independent Curriculum, such as textbooks, teaching materials and learning aids. The fifth step is to prepare educational staff and ensure that teachers in schools understand and are ready to implement the Independent Curriculum. This involves providing the necessary training and guidance. The final step is to monitor the implementation of the Independent Curriculum in schools and carry out evaluations to evaluate the success of implementation, as well as identify areas that require improvement.

In the context of human resource management as part of curriculum implementation, the formation of a special committee is also necessary. This committee will consist of the school principal, supervisors who are responsible for curriculum development, as well as teachers or homeroom teachers. The purpose of forming this committee is to ensure that all parties have the same and complete understanding of curriculum implementation.

The role of HR management in educational institutions

Various terms are often used to denote human resource management, such as human resource management, management personnel, personnel management, labor management, workforce management, personnel administration (personnel), and industrial relations.

The change in terms from personnel management to human resource management is considered a movement that reflects the recognition of a vital role and shows the importance of human resources in an organization. There are increasing challenges in managing human resources effectively, as well as the growth of knowledge and professionalism in the field of human resource management.

In educational institutions, human resource management is all activities related to recognizing the importance of teaching staff and educational staff in schools as vital human resources, who contribute or make contributions to school goals, and utilize functions and activities that ensure that these resources humans are utilized effectively and/or for the benefit of individuals, schools and society. (Akilah, 2018) Based on this

understanding, Astuti views that the position of human resources cannot be replaced by other factors in terms of the value of their contribution to the school. An educator and education worker is declared to have contribution value to the school if his presence is necessary, has added value to the school's productivity, and his activities are within the chain of needs of the school system.

Based on these definitions of human resource management, it can be seen that human resource management is essentially an activity to achieve organizational success in achieving its goals and various targets as well as the ability to face challenges through policies, practices and systems that influence behavior, attitudes and performance of employees in the organization. In educational institutions, human resource management is a very important thing to implement. Without human resource management, an organization in general will have difficulty achieving its goals, and this also applies to educational institutions. Human resource management is the most important element in management because human resources are the first element in management before other elements. The role of human resource management in educational institutions certainly greatly contributes to helping improve the quality of education, because quality education comes from the people who manage education themselves, who are also quality human resources.

As the first and main factor in the development process, human resources are always the subject and object of development. The administrative process is also greatly influenced by human resource management. According to Ermayana in Fathoni, the classification of human resources is stated, namely:

1. Humans or people who have the authority to
2. setting, controlling and directing the achievement of goals is called administrator.
3. Humans or people who control and lead the business
the process of achieving the objectives carried out can be achieved in accordance with plan, is called a manager.
4. Humans or people who meet certain requirements are appointed directly carry out work in accordance with their respective field of duties or the position they hold.

The increasing role of human resource management is caused by the organization's belief in its strategic role for the organization's competitive success. Competitive advantage relies heavily on innovation. Innovation itself is influenced by employee motivation and work moral factors. The attitude of employees or employees is the result of the formation of management environmental policies and practices so that the main role, especially of 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 implementing and achieving organizational goals, human resource management must pay attention to several aspects, such as staffing, training and development, motivation and maintenance, which in more detail are stated by De Cenzo and Robbins in Yusmiar, stating that "human resources management is the part of the organization that is concerned with the people or human resources aspect of management position, including recruiting, screening, training, rewarding, and appraising".

The role of human resource management as a central factor in an organization can be grouped into several roles, including the following :

a) Administrative Role of Human Resources Management

This role is focused on data processing and storage, including storing employee databases and records, processing benefit claims, organizational policies regarding employee maintenance and welfare programs, document collection, and so on. However, this gives rise to the perception that human resources are only a means of collecting paper or documents. If the administrative role is only like this, human resources are only viewed from the clerical dimension and are administrative contributors to the lower hierarchy of the organization.

b) Operational Role of Human Resources Management

This role is more tactical in nature, including processing job applications, selection and interview processes, compliance with policies and regulations, opportunities to work in good conditions, training and development, K3 programs, and compensation systems. There are many activities that must be carried out and involve coordination with managers and supervisors at all levels of the organization. The emphasis on operations is still common in several organizations due to limited individual capabilities and top management's rejection of the increasing role of human resources.

c) The Strategic Role of Human Resource Management

The competitive advantage of the human resources element is The advantages this role has. This strategic role emphasizes that people in an organization are an important resource and a major organizational investment. In order for human resources to play a strategic role, they must focus on long-term human resource problems and implications.

As previously stated, human resource management is very necessary for an organization, agency or company in managing its workforce or employees. Therefore, it is impossible for an organization or company not to implement it, because resource management has a very vital role, namely

- 1) Determine the appropriate number, quality and placement of workforce with organizational needs based on job description, job specifications, and job requirements.

- 2) Determine the withdrawal, selection and placement of employees based on on the principle of the right man in the right place and the right man in the right jobs.
- 3) Establish welfare, development, promotion and programs dismissal.
- 4) Forecast supply and demand for human resources future.
- 5) Estimating the state of the economy in general and development of our organization in particular.
- 6) Closely monitor labor laws and regulations policy of providing compensation for services of similar organizations.
- 7) Monitor technical progress and trade union developments.
- 8) Carrying out education, training and assessing employee work performance.
- 9) Manage employee transfers both vertically and horizontally.
- 10) Manage retirees, dismissals and severance pay.

Based on the description above, it can be seen that the role of resources Humans are very essential in running an organization because humans are the key to all problems. Although the role of human resource management described previously is within the scope of companies or organizations in general, this also applies to educational institutions. Educators and educational staff as educational human resources play a strategic role, especially in efforts to shape the character of the nation through developing personality and desired values (Putra, 2023).

Evaluation effectiveness HR management

Human resource management is one area of general management which includes aspects of planning, organizing, implementing and controlling. Human resources are considered increasingly important because in achieving organizational goals, various experiences and research results in the field of human resources are collected systematically with what is called human resource management. The term management means a collection of knowledge about how human resources should be managed.

The discussion regarding human resource management is that humans are the most important element in all organizations, the success of an organization in achieving its goals and targets and its ability to face various challenges, both external and internal, is largely determined by the ability to manage human resources appropriately. Issues of self-development, fairness, reasonableness, expectations and suitability of work to one's characteristics, organizational behavior issues are an important part of human resource management (Fadila et al., 2020)

The human resource management function combines human asset management, registration, choice and representative situations, employee preparation and advancement, professional regulation and development, implementation evaluation, payment and compensation strategies, welfare and word security approaches, as well as Termination of Employment Relations (PHK). According to Jackson, et al (2010), the

components in preparing HR include exercises related to (a) ecological perception and evaluation, (b) regulatory focuses that must be achieved with HR exercises, in accordance with the estimates taken will be used to evaluate the achievement of these targets, and (c) drive explicit design for HR arrangements and practices that align with the schedule for implementing the plan. It can be concluded that HR preparation is an interaction to break down the human asset needs of the organization/association appropriately in order to achieve the goals or targets that have been set (Sari, 2022).

In educational institutions, human resource management is all activities related to recognizing the importance of teaching staff and educational staff in schools as vital human resources, who contribute or contribute to school goals, and utilize functions and activities that ensure that these resources humans are utilized effectively and/or for the benefit of individuals, schools and society (Department of National Education, 2008). Based on this understanding, Astuti views that the position of human resources cannot be replaced by other factors in terms of the value of their contribution to the school. An educator and education worker is declared to have contribution value to the school if his presence is necessary, has added value to the school's productivity, and his activities are within the chain of needs of the school system (Vinatra, 2023).

Evaluation in development source Power man is an important process to carry out before and after the development program finished. Evaluation This aim For know strengths and weaknesses of the development program, determine profit financial and program costs, identify participants who benefit most from the program, as well strengthen points the main thing is to do it done for the participants. Evaluation HR development must done in a way systematic and sustainable For ensure program effectiveness. Evaluation can carried out at four levels, viz reaction, learning, behavior behavior, and results end, with focus on evaluation results end For evaluate impact of development programs.

Based on the understanding above can concluded that Evaluation is the process for know how much Far planning can implemented and how much Far program objectives achieved. (Hayati et al., 2024) Evaluation in development source Power man is an important process to carry out before and after the development program finished. Evaluation This aim For know strengths and weaknesses of the development program, determine profit financial and program costs, identify participants who benefit most from the program, as well strengthen points the main thing is to do it done for the participants. Evaluation HR development must done in a way systematic and sustainable For ensure program effectiveness. Evaluation can carried out at four levels, viz reaction, learning, behavior behavior, and results end, with focus on evaluation results end For evaluate impact of development programs (Aritonang, 2020).

Evaluation HR management in institutions education can done with consider strengths and weaknesses of development programs, advantages financial and program

costs, as well identification participants who benefit most. Evaluation is also possible carried out at four levels, viz reaction, learning, behavior behavior, and results end with focus on evaluation results end For evaluate impact of development programs. In addition, the evaluation model such as the Alspach's model and the Kirkpatrick Plus model can used For evaluate effectiveness of HR development programs (Fitriani, 2022).

CONCLUSION

Based on the description above, it is known that the conclusion of the effectiveness of school resource management in improving the quality of school education has been examined in this research highlighting the indicators of the effectiveness of school resource management in improving the quality of education in 5 indicators, namely situational leadership, learning programs, partnership programs, infrastructure, educators and teaching staff, as well as output resulting from managing school resources.

In this case, evaluation is very important in influencing the effectiveness of HR management in educational institutions and allows these institutions to know the strengths and weaknesses of training and development programs and whether the content, organization and administration of the program contributes to learning and content. in human resource development used in work. Evaluation of HRM effectiveness helps improve the overall quality of HRM and improves the overall quality of HRM.

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