



## Analysis of Human Resource Management of Educators in Public Elementary Schools

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**Abstract: Analysis of Human Resource Management of Educators in Public Elementary Schools.** The problem in this study is the importance of human resource management in improving the professionalism of educators. This study aims to analyze in depth the human resource management of educators carried out in public elementary schools with a research focus on human resource management of educators. The method used in this research is qualitative method. Data collection techniques were interview, observation, and documentation. Data were analyzed referring to Miles and Huberman with the following steps data collection, data reduction, data presentation, and conclusion making. Data validity uses source and technique triangulation. The results showed that the implementation of human resource management of teaching staff in public elementary schools has been well implemented as seen from management activities, namely (1) planning in the form of staffing plans and short, medium and long term programs. (2) organizing is done through recruitment, orientation, placement and assignment. (3) actuating is done by means of training and development, performance appraisal, and career planning. (4) controlling is done through compensation, integration, maintenance, discipline, and dismissal.

**Keywords:** Management, Human Resources, Educators, Elementary School

**Abstrak: Analisis Manajemen Sumber Daya Manusia Tenaga Pendidik Di Sekolah Dasar Negeri.** Masalah dalam penelitian ini adalah pentingnya manajemen sumber daya manusia dalam meningkatkan profesionalisme tenaga pendidik. Penelitian ini bertujuan untuk menganalisis secara mendalam mengenai manajemen sumber daya manusia tenaga pendidik yang dilakukan di sekolah dasar negeri dengan fokus penelitian manajemen sumber daya manusia tenaga pendidik. Metode yang digunakan dalam penelitian ini adalah metode kualitatif. Teknik pengumpulan data dengan wawancara, observasi, dan dokumentasi. Data di analisis mengacu pada Miles dan Huberman dengan langkah berikut pengumpulan data, reduksi data, penyajian data, dan pengambilan kesimpulan. Keabsahan data menggunakan triangulasi sumber dan triangulasi teknik. Hasil penelitian menunjukkan pelaksanaan manajemen sumber daya manusia tenaga pendidik di sekolah dasar negeri sudah terlaksana dengan baik yang dilihat dari kegiatan manajemen yaitu (1) perencanaan berupa perencanaan kepegawaian dan program jangka pendek, menengah, dan panjang. (2) pengorganisasian yang dilakukan melalui rekrutmen, orientasi, penempatan dan penugasan. (3) pengarahan dilakukan dengan cara

pelatihan dan pengembangan, penilaian kinerja, dan perencanaan karir. (4) pengendalian dilakukan melalui kompensasi, pengintegrasian, pemeliharaan, kedisiplinan, dan pemberhentian.

**Kata kunci:** Manajemen, Sumber Daya Manusia, Tenaga Pendidik, Sekolah Dasar

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## ▪ INTRODUCTION

Educators are the role holders in quality human resources for the advancement of education in a country. Human resources certainly require a way of management so that the goals of national education can be achieved. As explained by Almashyakhi (2022) that human resource management is part of management science that focuses its attention on managing the role of human resources in the activities of an educational institution. Human resource management considers that educators are the main wealth or assets (Mohiuddin et al., 2022; Thymi et al., 2022; Quyet, 2022). To obtain professional human resources, good management is needed to improve the quality of education in Indonesia (Bahri, 2022; Tambak & Lubis, 2022).

Talking about human resources in education is an important component to realize the functions and goals of education (Habibi, 2022). Human resources as an important component to continue to survive and adapt to changing times (North-Samardzic & de Witt, 2019; Tahar et al., 2022). Human resources in an organization are the workforce or people who do work with full responsibility (Al Khajeh, 2018; Labola, 2019). All organizational facilities cannot function optimally if human resources are not available. Thus, human resources are considered an active element that drives a system (Darim, 2020; Warisno, 2019).

Furthermore, the human resource factor is important because it can affect the quality of an organization or institution (Siregar, 2018; Winarti, 2018). This is because human power is an important part of determining the level of success in educational institutions related to human problems. Thus the school system must prioritize attention in identifying and managing process behavior in order to achieve the set goals (Sakban et al., 2019).

The importance of managing human resources in educational institutions is because it can affect the quality of organizational performance (Nurmalasari & Karimah, 2020). HR management is one of the strategies in managing human resources to have optimal competence and performance in achieving common goals (Boon et al., 2019). This is done so that educational institutions can be optimal in improving the quality of their human resources such as teaching staff. Moreover, in improving the quality of performance of professional educators can be done by empowering educators (Rafid & Tinus, 2019). Educator empowerment can be done by planning, organizing, actuating, and controlling (Nasrullah et al., 2022; Rulitawati et al., 2020). Thus, educators can realize organizational goals.

Professional educators will be better able to create effective and enjoyable schools (Nurhayati et al., 2022). Because quality education comes from quality human resources as well (Solehan, 2022). Quality human resources can create educators who are knowledgeable, so that they can keep up with the times. The quality of national education will be measured through the achievement of all national education standards which include standards of content, process, graduation competence, educators and education personnel, facilities and infrastructure, management, financing and educational assessment (Septa et al., 2022; Utami et al., 2022).

Furthermore, in the aspect of professionalism development efforts made by educators independently, namely through the use of internet media as an effort of self-development and professional demands (Aryana et al., 2022). Qualified human resources will be able to manage existing internal-external school resources (Fitri et al.,

2022). Vice versa, low-quality human resources will not be able to manage the school's internal-external resources even though the resources are abundant (Sadarni, 2022).

Along with the passage of time and various changes in science and technology, educators at public elementary school 2 Way Gubag always try to keep up with the times. However, there are still some educators who are not technologically literate. This is a problem in education. As well as factors that hinder the quality of education, namely the lack of professional educators in schools which causes the performance of educators to not be maximized. Seeing this description, every educator and education personnel should have awareness in developing themselves in order to have skills and be competent in the implementation of management in schools (Kusmiati et al., 2022). Meanwhile, in the process of implementing management, there are specific tasks that must be carried out, namely (1) planning (2) organizing (3) actuating (4) controlling (Purwaningsih, 2022). It aims to produce quality human resources in accordance with the needs and expectations of the school. Educators are the spearhead who will drive educational activities which should be managed properly and correctly (Susan, 2019). Meanwhile, educators are the subject of educational activities themselves (Setiawan et al., 2021).

Based on the results of observations made by researchers regarding the implementation of human resource management at public elementary school 2 Way Gubag, it can be said that it has not been implemented optimally. Then the results of interviews with several educators at public elementary school 2 Way Gubag regarding human resources show that the lack of educators and the qualifications of educators have not been met. This can be seen from the number of educators who do not meet the educational qualifications, namely at the high school or vocational high school education level totaling three people, the Bachelor's level of education totaling nine people, and the master's level of education does not exist.

The qualifications of educators at public elementary school 2 Way Gubag still do not meet the national standards of education because there are three educators who have a high school or vocational high school education level. Professional educators are educators who have a minimum academic qualification of undergraduate degree or 4th diploma (Masruri, 2019). This means that educators who have not met the national standards of education can be said to have not been maximized in improving the qualifications of educators. The purpose of this study is to analyze the human resource management of educators in public elementary schools.

## ▪ **METHOD**

The type of research used is qualitative research. Sugiyono (2017) explains that qualitative research is research that does not use numbers but the data collected is in the form of words or pictures. The object under study focuses on the human resource management of teaching staff. This research was conducted at public elementary school 2 Way Gubag which has B accreditation. The number of educators at public elementary school 2 Way Gubag is 12 people. Then the number of male students is 119 people and female students are 116 people. Furthermore, the research data sources used are primary data and secondary data. Primary data was collected by researchers through observations and interviews with related parties, namely the principal, school operators, and educators at public elementary school 2 Way Gubag. While secondary data in the form of school profiles, school vision and mission, documentation of school agendas,

school routine activities, school rules, and other documentation regarding human resource management of teaching staff.

This research uses data collection techniques in the form of interviews, observations, and documentation. The data analysis technique used is using the concept of Miles & Huberman (1984) which consists of data collection, data reduction, data presentation, and conclusion drawing. Then this study tested the validity of the data with triangulation techniques. The triangulation used by researchers is triangulation of techniques and sources.

## ▪ **RESULT AND DISCUSSION**

In general, the principal and manager play a role in every educational institution. Teaching staff as one of the keys to the success or failure of the institution to achieve the planned goals. Human resource management of teaching staff should be organized systematically so that its implementation can run effectively and efficiently. Many efforts have been made by school principals in improving the resources of teaching staff. But all of that is inseparable from the cooperation between education personnel in public elementary school 2 Way Gubag. The results of research on human resource management of teaching staff at public elementary school 2 Way Gubag are adjusted to the research sub-focus, namely: 1) planning, 2) organizing, 3) actuating, and 4) controlling.

### **Planning**

Based on the results of interviews and observations, it appears that the planning of human resource management of teaching staff at public elementary school 2 Way Gubag is quite good. The principal as a school manager does the planning. Planning is the first step that really must be considered. Planning is very necessary for the principal to do because of the lack of educators at public elementary school 2 Way Gubag. Planning is done to determine the need for manpower and how to meet these needs to implement the school program plan (Akilah, 2019).

The results of the analysis are the benchmark for the principal in making a policy or planning. The planning carried out by the principal at public elementary school 2 Way Gubag includes two things, namely staffing planning and program planning. Staffing planning involves all education personnel conducted in annual meetings. The steps taken in staffing planning at public elementary school 2 Way Gubag are to recap the human resource needs of educators to see data on the number of educators needed. Some decisions in the annual meeting are the procurement of teaching staff needs in the short, medium and long term by recruiting and determining HR qualifications.

The program planning carried out by the principal at public elementary school 2 Way Gubag includes short, medium and long-term planning. Planning in management activities is a series of predetermined activities (Mubarok, 2019). There is a process that must be followed to achieve certain goals within a specified period of time. The short-term plan planned by the principal is to focus on the division of duties of class educators in the admission of new students. The medium-term program planning includes recruiting educators with undergraduate degree qualifications, improving the professionalism of educators by participating in training and development, and improving the discipline of educators.

There are several long-term plans that the principal has prepared for the future such as procuring new classrooms, creating a beautiful school, and creating a school that excels in learning. Procuring new classrooms is prioritized based on the principal's analysis that there is a lack of classes compared to the number of study groups available. Creating a beautiful school and excelling in learning is also a long-term priority because the principal wants to maximize the resources available in the school, both the environment, educators, and students.

### **Organizing**

Based on the results of interviews and observations, it can be seen that the organization of human resources for teaching staff at public elementary school 2 Way Gubag is quite good. This can be proven by the first step of the principal in organizing teaching staff, namely in the process of searching, finding, and recruiting teaching staff. After that organizing activities are carried out on orientation, placement, and assignment. Organizing is very important in the management of teaching and education personnel. Organizing includes the entire process of grouping people, tools, tasks, responsibilities, and authority (Subekti, 2022).

Based on the results of the interview, the first step in organizing is recruitment. Recruitment of human resources is carried out on the basis of a shortage of teaching staff needs to fill vacant places (Utamy et al., 2020). Procurement is an activity to meet the needs of education personnel both in quantity and quality. The human resource recruitment policy at public elementary school 2 Way Gubag is carried out through Prospective Civil Servants (CPNS) and Government Employees with Work Agreements (PPPK) based on Government regulations, the school has no authority to do so and the school is only authorized to recruit educators for work training or honorary. The instruments used in the selection process for Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) are in accordance with the provisions made by the Government and those who carry out the selection are the Government itself. Meanwhile, recruitment for work training or honorary educators is a job application letter along with attachments and following an interview conducted by the principal.

Furthermore, the organization carried out by the principal at public elementary school 2 Way Gubag at the orientation, placement and assignment stages. The organization carried out by the principal is carried out by dividing tasks according to their respective responsibilities (Al-Fatih et al., 2022). The principal of public elementary school 2 Way Gubag is very concerned about orientation, placement, and assignment. Orientation carried out at public elementary school 2 Way Gubag for CPNS and P3K in the form of orientation and placement activities carried out simultaneously by the Regional Personnel Agency (BKD). As for honorary education personnel, orientation is carried out by introducing regulations, introducing the environment, placement, orientation training in the form of introducing the vision, mission, school structure and Standard Operating Procedure (SOP) of the school so that they can adapt and do a good job. Likewise, in terms of placement and assignment, it is adjusted to the experience, talents, interests, knowledge, and personality of each person required in carrying out their duties.

### **Actuating**

Actuating is the most important function in management where this direction is really done well by a leader. The direction carried out by the principal at public

elementary school 2 Way Gubag is by mobilizing or directing educators to work and participate according to their duties to achieve goals. Principals always provide support and direction to subordinates, especially educators. Actuating emphasizes more on activities that are directly related to people (Prayoga et al., 2019). The stages carried out in directing at public elementary school 2 Way Gubag through training and development, performance appraisal, and career planning.

The direction carried out by the principal at public elementary school 2 Way Gubag is to provide guidance, advice, orders in carrying out their respective duties and always inspire them to continue to develop their potential by participating in existing training and development. So that the performance carried out becomes better. Direction is the process of mobilizing people to carry out activities in order to achieve goals so as to create efficiency and effectiveness (Umam, 2020). The direction given by the principal to the teaching staff aims to participate in training and development activities. Some educators at public elementary school 2 Way Gubag have participated in training and development organized by the Education Quality Assurance Agency (LPMP). The forms of training and development that are followed include teacher mobilizers, Teacher Professional Education (PPG), seminars, and through the Continuous Professional Development Management Information System (SIMPKB). Educators who participate get a certificate held every batch once a year. However, not all of them participate because there are trainings that incur costs and costs in schools are limited. Training and development is carried out in the form of off the job training which is carried out specifically outside of work so as not to interfere with the teaching process in class.

In addition to the direction given by the principal through training and development, the principal at public elementary school 2 Way Gubag also conducts direction through performance appraisals. Performance appraisals are believed to improve the performance of educators, provide feedback, and direction and positively contribute to the motivation of education personnel (Mukminin et al., 2019). The performance appraisal at public elementary school 2 Way Gubag is fully carried out by the principal. Performance appraisals are carried out by the principal in writing and unwritten. In writing, performance appraisals are carried out once a semester in the form of classroom supervision through the Principal Working Group (KKKS). Unwritten assessments are usually carried out at any time in the form of monitoring and supervision during the teaching and learning process activities as well as performance assessment of additional tasks or daily performance of educators. It aims to help educators achieve the expected results as planned. Performance appraisal is also carried out as an evaluation of behavior, work performance, and development potential that has been carried out for one year so that it can determine further policies in the future.

Basically, the direction of teaching staff is not only related to direction in training and performance appraisal as discussed above. To determine the next policy in the future, the principal of public elementary school 2 Way gubag also conducts direction through career planning. Milka (2015) states that career planning is a series of sustainable work of a person determined by talent, interest, experience, and expectations. The way the principal does career planning is by encouraging and facilitating educators to improve their careers such as the opening of schools in developing educators' talents and interests through training and development and the opening of schools to career development to study at a higher level (further study). Furthermore, promotion or transfer from a position to another position that has a higher

status and responsibility at public elementary school 2 Way Gubag has never been done so far because the school follows government regulations.

### **Controlling**

Control or supervision is the last aspect in handling teaching staff. Through control, it can measure the success of the program or activity carried out whether it is in accordance with what is expected. Amon et al. (2021) stated that one of the management ways to improve work performance, motivate, and increase educators' satisfaction is through compensation. The compensation provided by the principal is not only in the form of money, but also appreciation and rewards. Compensation of teaching resources at public elementary school 2 Way Gubag is divided into 2 groups, namely first for compensation of educators who have been appointed as Civil Servants (PNS) where payroll is given directly by the government. Secondly, compensation for honorary educators is given directly from BOS funds which are controlled and managed by the principal and school treasurer.

Control is also done through integration. Maskur et al. (2021) say that integration is an activity to unite the interests of the organization with the needs of the workforce in order to create harmonious and mutually beneficial cooperation. Integration carried out by the principal at public elementary school 2 Way Gubag by conducting meetings with teaching staff once a month and briefings every Monday with class educators. In this case, the principal always tries to keep the teaching staff enthusiastic in doing the job by providing direction and motivation to the teaching staff. The function of integrating management in education is to integrate the interests of schools and educators so that there is synergistic cooperation.

Compensation and integration carried out by the principal are of course carried out solely for the maintenance of educators so that they still want to work together. Maintenance is an activity to maintain or improve the physical, mental, and loyalty conditions of educators by maintaining social relationships with education personnel (Mahfud, 2020). The principal performs good maintenance by prioritizing the welfare of the teaching staff and the service of the teaching staff. The welfare provided is with compensation and facilities in doing their work such as teaching materials, teaching aids, and a comfortable teacher's room. In the service of the principal is always open to establish good communication, receive input, criticism, suggestions and complaints of educators. In addition, by holding friendship activities on Eid al-Fitr, Eid al-Adha, and other holidays.

Furthermore, control for the level of discipline. Discipline is the most important management function and the key to realizing goals. Mz (2018) explains that discipline in education is to increase awareness of obeying the rules and norms that exist in education. Efforts made by the principal to increase awareness of obeying the rules at school by supervising the performance of teaching staff by monitoring the class which is carried out every 3 months. In addition, public elementary school 2 Way Gubag has a tolerance in work discipline that works quite well. The principal gives a warning if there are education personnel who have not been disciplined, for example, often arriving late, missing teaching hours and so on.

The final stage of control by the principal is dismissal. Dismissal is the termination of a person's employment relationship from an organization due to expired employment contracts, retirement, and other causes (Maskur et al., 2021). The principal at public elementary school 2 Way Gubag has never dismissed educators. The dismissal



of civil servant educators is regulated by the government referring to Government Regulation of the Republic of Indonesia No. 38 of 1992 concerning Education Personnel CHAPTER VII Assignment and Dismissal Article 26. Meanwhile, for honorary staff, dismissal is due to their own will, including childbirth, moving house, death and other things. As for the dismissal regulation system at public elementary school 2 Way Gubag, for example, often not coming in without clear reasons, then not doing their work, this needs to be followed up by giving a Warning Letter (SP) 1, if it has reached SP 3 then it must be dismissed. However, until now the school has never made a dismissal. The basic salary between civil servants and honorary staff is different. For civil servants, the basic salary is regulated by the government, while for honorary staff, the principal manages the salary and the school provides a gift in the form of a memento.

## ▪ CONCLUSION

Based on the results of data analysis, it can be concluded that the management of human resources of educators in public elementary school 2 Way Gubag consists of planning, organizing, actuating, and controlling. Planning the human resources of educators at public elementary school 2 Way Gubag includes two things, namely staffing planning and program planning. Organizing the human resources of educators at public elementary school 2 Way Gubag is carried out by the recruitment stage then orientation, placement, and assignment. Actuating the human resources of teaching staff at public elementary school 2 Way Gubag is by participating in training, development, performance appraisal, and career planning. Training and development are organized by the Education Quality Assurance Agency (LPMP) and through the Continuous Professional Development Management Information System (SIMPKB). Controlling the human resources of teaching staff at public elementary school 2 Way Gubag is carried out through several stages, namely compensation, integration, maintenance, discipline, and dismissal. The dismissal is due to their own will. These four things have been carried out well at public elementary school 2 Way Gubag which is known through observation, interview and documentation data.

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