

HUMAN RESOURCE MANAGEMENT STRATEGIES TO DEVELOP THE PERFORMANCE OF TEACHING STAFF AT KALAM KUDUS CHRISTIAN SCHOOL TIMIKA

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Abstract

The main focus of human resource management (HRM) in education is to create a supportive work environment, develop educators' motivation, develop skills, and meet the needs of schools to achieve success and competitive advantage. The development and recruitment of new educators is an ongoing process. Of course, this will affect the performance obtained from educators through the recruitment process. The school will certainly first review the needs of educators in accordance with what is needed by the school. The school also periodically conducts evaluations to optimize and develop the recruitment process in line with the school's vision and mission. Kalam Kudus Christian School Timika implements strategies to develop the performance of teaching staff. The first step is to increase competence through training and development, where the school provides a learning community for teachers who are guided by professional educational consultants in their fields. In addition to scheduled activities, educators are also continuously motivated to improve their quality independently. The second step is monitoring and mentoring, which is done continuously through supervision activities, both scheduled and unscheduled supervision. The third step is feedback and evaluation, this is done in the form of supervision, observation, and in the form of annual performance appraisals. The fourth step is to provide motivation and welfare for educators. The optimal management of human resources (HR) has a good impact on schools. The existence of human resource management strategies will help schools in developing the quality of educators.

Keywords: Human resource management, strategy, performance, teaching staff.

Introduction

Human resources (HR) have an important role in the world of education, especially to improve the quality of teaching staff. According to Werdiningsih (2021) in her research journal, human resources are the potential possessed by each individual in the form of knowledge and skills that can be utilized to achieve certain goals. Meanwhile, according to Astagini et al. (2022) human resources (HR) are the abilities possessed by one individual that are used to develop potential including human management, training, recruitment, and performance evaluation. Based on the above opinions, human resources (HR) is the ability of owned by each individual in an agency that can be utilized to achieve agency/organization goals. Educators as part of human resources (HR) have an important role in building a conducive and effective teaching and learning process. Therefore, the management of human resources (HR) is very necessary to be developed in schools to improve the performance of educators. The performance of educators in schools is measured not only by their academic performance, but also by their teaching skills, how they interact with students and parents, how they design lessons and how they adapt to technological and curriculum developments. Human resource management (HRM) in the context of schools involves several important aspects such as recruitment of new educators, selection or interviews of new educators, training and development of educators and performance evaluation. In this case, of course, human resource management involves the School Director, Head of Personnel, Head of Spirituality, and the Principal (Vienty et al., 2022).

In the research of Adi Prakoso et al. (2023) said that one of the challenges of managing human resources (HR) in the world of education is the quality of teachers. One of the challenges of managing human resources (HR) at Kalam Kudus Christian School Timika is the recruitment process of new qualified educators, lack of motivation and commitment of educators. In addition, the school also has challenges in retaining teaching staff due to limited human resources. Therefore, to overcome the challenges faced by schools, it is necessary to implement effective and efficient human resource management strategies. By understanding the challenges faced and the application of management

strategies applied, it can certainly develop the quality of educators, streamline the effectiveness of the learning process, and achieve learning objectives.

Based on the explanation above, the formulation of the problem in this scientific work is how the strategy of human resource management (HR) to develop the performance of teaching staff at Kalam Kudus Christian School Timika? Therefore, the purpose of this scientific work is to find out the strategy of managing human resources (HR) to develop the performance of teaching staff at Kalam Kudus Christian School Timika.

Methods

This scientific work is written using a leatherative method with a literature study approach. The initial step taken by the author is to collect various sources from several journals and books. The second step is to read and categorize the sources obtained from several journals and books. After that, the author managed the data by giving questionnaires to be filled in by the School Director, Head of Division, and Principal. Furthermore, the author analyzes the data and develops it into knowledge so that conclusions can be obtained. The results obtained through this research are that Kalam Kudus Christian School Timika applies several strategies in managing human resources (HR) to develop the performance of educators at the school. The first step taken is to improve competence through training and development, where the school provides a learning community for teachers who are guided by professional educational consultants in their fields. In addition to scheduled activities, educators are also continuously motivated to improve their quality independently. The second step is monitoring and mentoring, which is done continuously through supervision activities, both scheduled and unscheduled supervision. The third step is feedback and evaluation, this is done in the form of supervision, observation, and in the form of annual performance appraisals. The fourth step is to provide motivation and welfare for educators.

Results and Discussions

In the context of management, human resource management includes planning, recruitment, training and mentoring, performance management, and performance evaluation to achieve goals in an efficient manner. The main focus of human resource management in education is to create a supportive work environment, develop the motivation of educators, develop skills, and meet the needs of schools to achieve success and competitive advantage. Human resource management strategies aim to build the potential of educators and ensure long-term success resulting from the learning process of educators. The implementation of an effective human resource management strategy will certainly have a good impact on each program designed.

The management of human resources (HR) begins with the process of recruiting educators who must meet the required qualifications. Kalam Kudus Christian School Timika implements the process of recruiting new teaching staff through several strategies. The initial step taken is to apply the main requirement, namely the academic qualifications of new teaching staff applicants, namely a bachelor's degree in education (linear with the subjects to be taught) and a cumulative grade point average (GPA) in accordance with the specified standards. Next, pay attention to competency qualifications, namely pedagogical competency assessment to determine their ability to present learning. At this stage, it is the principal and the team who conduct the assessment through a micro teaching test, followed by an assessment of personality and social skills by the Division of Spirituality through a psychological test.

In this case, the strategies used by Kalam Kudus Christian School Timika to assess the qualifications and abilities of teaching staff during the selection process are psychological tests related to integrity, personality, and intellectual abilities as well as performance tests in the classroom. However, in the process of recruiting new teaching staff, the school experienced several obstacles. One of the obstacles faced is the lack of human resources (HR) who apply according to the criteria required by the school. Therefore, to overcome the above obstacles, the school collaborates with universities that have a Faculty of Education and Teacher Training. In addition, the school also uses existing technology to help expand the recruitment of new educators.

The development and recruitment of new educators is an ongoing process. Of course, this will affect the performance obtained from educators through the recruitment process. The school will certainly first review the needs of educators in accordance with what is needed by the school. The school also periodically conducts evaluations to optimize and develop the recruitment process in line with the school's vision and mission. In order to recruit qualified human resources (HR), the school establishes cooperation between the School Director, Head of Division, Principal, and teaching staff. With good collaboration within the school, it will certainly produce good and quality human resources (HR) through

the recruitment process. The recruitment stages at Kalam Kudus Christian School Timika are application file selection, interview, teaching practice test, and evaluation.

Optimal management of human resources (HR) will certainly produce quality educators. After the recruitment process, Kalam Kudus Christian School Timika continues to develop human resources (HR) by providing training to educators who have been selected during learning at school. The school provides opportunities for new educators to attend training in order to be able to upgrade their knowledge either through activities organized by the education office or online seminars, or in collaboration with other schools that are more advanced. In addition, the school also makes a requirement for mandatory coaching for new educators within a certain period of time. For example, new educators are required to attend doctrinal coaching. This needs to be done to improve the pedagogical ability of educators in integrating Biblical Christian insights in learning.

In this case the principal has an important role in managing human resources (HR) optimally so that educators continue to carry out their duties and responsibilities properly. One of the roles of the principal is to strengthen the resources of teaching and education personnel (Gunawan 2015). Management of educators and education personnel is a very important thing in the world of education. This is because good management of educators and education personnel can improve the quality of education provided to students. HR management is very important because it will have an impact on the quality of education in schools. Human resource management is a key factor in creating a productive and quality school environment. It not only affects the performance of educators, but impacts the quality of education received by students. A school that is able to manage its human resources effectively will have educators who are skilled, passionate and always give their best to students. With the management of human resources (HR) on a regular basis, it has a positive impact, namely by ensuring quality educators who are able to upgrade themselves according to the times (Rinawati, 2021).

The principal of Kalam Kudus Christian School Timika applies several strategies in human resource management to develop the performance of educators in the school. The first step taken is to increase competence through training and development, where the school provides a learning community for educators who are guided by professional educational consultants in their fields. In addition to scheduled activities, educators are also continuously motivated to improve their quality independently. The second step is monitoring and mentoring, which is carried out continuously through supervision activities, both scheduled and unscheduled supervision. The third step is feedback and evaluation, this is done in the form of supervision, observation, and in the form of annual performance appraisals. The fourth step is to provide motivation and welfare for educators.

Of course, in providing human resource management (HR) policies to develop the performance of teaching staff, there are several things that are considered by the principal. Some of the first considerations are the competency needs of educators, this can be seen through the extent to which educators are in accordance with the needs of the school, both in mastering learning materials, teaching skills, and the ability to utilize technology. Second, the performance evaluation of teaching staff where the principal periodically evaluates the performance of teaching staff. Of course, in providing human resource management (HR) policies to develop the performance of teaching staff, there are several things that are considered by the principal. Some of the first considerations are the competency needs of educators, this can be seen through the extent to which educators are in accordance with the needs of the school, both in mastering learning materials, teaching skills, and the ability to utilize technology. Second, the performance evaluation of teaching staff where the principal periodically evaluates the performance of teaching staff.

With the strategies implemented in developing the performance of educators, it certainly has a good impact on schools. The effectiveness of a strategy is highly dependent on the extent to which the strategy is well implemented in daily practice. Based on the results of the questionnaire obtained, the management of human resources (HR) at Kalam Kudus Christian School Timika is very effective because of the support through existing facilities at school, good communication between leaders and educators, and effective evaluation.

Developing the performance of educators in schools is inseparable from some of the challenges faced. Some of the challenges faced by Kalam Kudus Christian School Timika in managing human resources (HR) to develop the performance of educators are limited resources, and lack of teacher motivation. To answer these challenges, of course, schools conduct evaluations as a form of improving the performance of educators in schools. The evaluation will provide information on the parts that need to be improved to achieve the school's desired expectations (Candra Wijaya; Rahmat Hidayat; Tien Rafida 2019).

Optimal human resource management occurs when there is good collaboration between leaders and educators. In the management of human resources (HR) at Kalam Kudus Christian School Timika involves several parties, namely school directors, education consultants, leaders, principals, educators, educational organizations, parents, and students. The establishment of good collaboration from several parties will help achieve the performance of quality educators. With the management of human resources (HR) in schools, it will optimize learning activities and help achieve learning goals (Rusdiana 2021).

In carrying out the alignment of human resource management (HRM) objectives with the school's vision and mission, Kalam Kudus Christian School Timika applies several steps, namely identifying and understanding the school's vision and mission through the recruitment of educators, training, evaluating performance in line with the school's vision and mission, involving educators in developing programs and strategies through meetings, building a school culture of smile, greeting, greeting, polite, polite, sorry, queue, clean, care, concise, please, and thank you (SMART), effective communication, evaluation, improving leadership and principal competence by attending leadership training.

Based on the strategies undertaken by Kalam Kudus Christian School Timika to develop the performance of teaching staff, of course, there is an evaluation that is useful for improving the assessment of human resource management strategies (HRM). Kalam Kudus Christian School Timika applies 3 (three) ways in assessing the implementation of human resource management strategies, namely: using clear indicators (Key Performance Indicators) that apply in Kalam Kudus Timika Christian School (educator performance evaluation), getting feedback (teacher reflection activities at the end of each semester), and measuring the impact on student learning outcomes (student attitudes, skills and knowledge).

The training conducted for educators has an impact on developing the skills and competencies of educators (Khairul Azan 2014). To develop a strategy for managing human resources (HR), Kalam Kudus Christian School Timika has a strategy designed for the future to further develop the quality of educators in the school. Some of the strategies designed by the school are: Human resource development plans in preparing annual plans that focus on teaching skills training, mastery of technology relevant to the duties and responsibilities of educators, mentoring in the form of supervision and observation, improving the leadership of school principals by attending training, giving awards for outstanding educators, providing adequate facilities and infrastructure, monitoring and evaluation, and involving educators in decision making. The optimal management of human resources (HR) has a good impact on schools. The existence of human resource management strategies will help schools in developing the quality of educators (Yun Iswanto 2014).

Conclusions and Suggestions

Conclusions

The management of human resources (HR) in developing the performance of educators in schools has a positive impact that can produce quality educators. Kalam Kudus Christian School Timika implements strategies to develop the performance of teaching staff. The first step taken is to increase competence through training and development, where the school provides a learning community for teachers who are guided by educational consultants who are professionals in their fields. In addition to scheduled activities, educators are also continuously motivated to improve their quality independently. The second step is monitoring and mentoring, which is carried out continuously through supervision activities, both scheduled and unscheduled supervision. The third step is feedback and evaluation, this is done in the form of supervision, observation, and in the form of annual performance appraisals. The fourth step is to provide motivation and welfare for educators.

However, in its implementation, there are several challenges faced by the school in developing the performance of teaching staff. Some of the challenges faced by Kalam Kudus Christian School Timika in managing human resources (HR) to develop the performance of educators are limited resources, and lack of teacher motivation. To answer these challenges, of course, the school conducts evaluations as a form of improving the performance of educators in the school. Through this, it can be seen that the training for the development of human resources (HR) in schools can develop the performance of quality educators.

Based on this research, the author suggests that for further research it is better if the respondents are added to the teaching staff and education staff to get more accurate data and can see the harmony between the principal, teaching staff, and education staff.

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