

Effectiveness Of Human Resource Management In Improving The Quality Of Government Higher Education Bandar Lampung City

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Abstract.

People are one of the most important assets in an organization. The effectiveness of human resource management in improving school quality can be measured using several indicators. One is the ability of school leaders to plan, organize, direct and manage school personnel. The purpose of this study is to analyze the effectiveness of human resource management (HR) for improving the quality of schools in SMA Negeri Se Kota Bandar Lampung. This research includes an analysis of the literature examining the role of human resources in educational settings, including teacher influence, performance management, leadership, collaboration, and parental and community involvement. The research method used is a literature study by collecting data from various theoretical sources and relevant references. Research results show that human resources play an important role in improving school quality. Teachers, the most important human resources department, have great influence in providing quality instruction and guiding students. The importance of teacher professional development and skill enhancement is an important aspect in improving the quality of education. In addition, effective performance management and good leadership help create a positive and motivating work environment for school personnel. The cooperation and participation of parents and the community also helps improve the quality of education. There are various problems in personnel management of public high schools across Bandar Lampung city, such as: Addressing these issues through the development of appropriate policies and practices can ameliorate the potential impacts on school quality, such as ineffective recruitment, lack of skills development and low motivation. increase. It is important to be diligent in recruiting and selecting teachers, providing ongoing training, strengthening performance management, and strengthening partnerships with parents and the community.

Keywords: Effectiveness of Human Resource Management and Quality and School.

I. INTRODUCTION

Education is a process that shapes a nation's life and is also a means of developing the entire Indonesian people. Successful national development also depends on the quality of human resources: decision makers, policy makers, thinkers, planners, technology implementers and development supervisors. The most strategic means of implementing national development is education, especially improving the quality of human resources. The Indonesian government recognizes the strategic role of education and has always supported the idea of making the education sector a priority for national development. However, the reality of the Indonesian education system has not shown the expected quality and success. National education has failed to produce superior human resources in terms of both intelligence, morality, spirituality, professionalism and national competitiveness. And indeed, it is difficult to make significant progress in education in Indonesia, and the quality is far from its neighbors on a global scale.¹ Human resources (Human resources) are one of the most important things in an organization, because the organization does not depend on or completely depend on the human resources of the organization itself. Human resources can be divided into two categories: quantity and quality. Quantity is the amount of human resources (population) whose contribution is very important. On the other hand, the quality aspect concerns the quality of human resources related to skills such as work and thinking. However, a balance between quantity and quality is required to achieve the desired goals.

Human resource development, referred to in the above description, is a macro-level process of improving the quality and capabilities of people to achieve their goals. This improvement process involves planning, developing and managing people on a micro scale. It is the process of planning the education,

training and management of staff or employees to achieve maximum results.² Achieving all these educational goals requires a special direction called educational management. While for educational management it is an attempt to achieve educational goals, i.e., to develop students into mature and intelligent students who can achieve their goals, effective means management efforts are important for both educators and students, curricula We need to mobilize all the resources at our disposal: goals, curriculum goals, educators. such as the learning process. Therefore, the success or failure of an institution depends on how effectively and efficiently the institution implements good governance.³ Human Resources (HR) plays a very important role in improving the quality of schools. As a higher education institution in Bandar Lampung, Indonesia, SMA Negeri faces a unique challenge of improving the quality of its education. In this context, human resource management effectiveness is an important aspect that needs to be considered in order to achieve this goal.

SMA Negeri Sekota Bandar Lampung has many human resources involved in the educational process. These human resources include principals, teachers, administrative staff and other educational staff. Principals play a central role in school governance and are responsible for personnel management and strategic decision-making. Teachers are the central element of education and are directly responsible for teaching material to students. Administrative staff provide the administrative support necessary to run the school, and other teachers, such as counselors, assist with the overall development of the students.⁴ The effectiveness of human resource management to improve the quality of SMA Negeri across Bandar Lampung City can be measured using several indicators. One is the ability of school leaders to plan, organize, direct and manage school personnel. Strong strategic leadership promotes higher quality teaching and learning, leading to improved overall quality in schools.⁵ In this context, contingency theory is the relevant theory. According to this theory, the effectiveness of human resource management depends on specific situations and situations. School leaders must be able to adapt their leadership style to the needs of the school and existing staff. While some situations require authoritarian leadership to meet pressing challenges, others democratic leadership foster participation and participation across the school.⁶ However, in addition to the challenges, many problems can arise in the human resources management of SMA Negeri Sekota Bandar Lampung.

These issues include lack of leadership in personnel management by school leaders, lack of support from administrative staff, failure to improve professionalism among teachers, and challenges in responding to changes in curriculum and educational policies. But not limited to: Addressing this issue requires an integrated and ongoing effort. School leaders need to recognize the importance of personal development as effective educational leaders. Administrator training and leadership development help school leaders better manage their human resources. Support from local governments and the education sector is also important to provide the necessary resources to improve the quality of schools. In summary, effective human resource management plays a key role in improving the quality of SMA Negeri across Bandar Lampung City. School leaders, teachers, administrators and other educators must work together and support each other to achieve these goals. Appropriate support and joint efforts to deal with the problems that arise and to develop the leadership and management skills of school leaders are important factors in overcoming challenges and improving the quality of schools. Therefore, it is important to overcome the problems that may arise in the human resources management of SMA Negeri Sekota Bandar Lampung. Overcoming these challenges will unlock the full potential of our workforce to improve the quality of our schools.

Here are some actions you can take to address these issues:

1. Manager training and development

School leaders are required to complete leadership training and development programs designed to improve management skills. This allows you to manage your human resources more effectively and make better strategic decisions.⁷

3. Enhance communication and collaboration

School leaders should establish good relationships with administrative staff and clarify roles and responsibilities in supporting personnel management. This can be achieved through regular meetings, open dialogue and developing effective work teams.⁸

4. Professional development programs for teachers

Continuing professional development programs for teachers are needed to improve the quality of education. This program may include training in using innovative learning methods, applying technology to learning, or developing effective assessment skills.⁹

5. Supporting changes in curricula and educational policies

School leaders can provide teachers with the support and resources they need to manage curriculum and policy changes. This may include training, group discussions, increased access to relevant learning resources, etc.¹⁰

By overcoming these problems and implementing these steps, SMA Negeri Sekota Bandar Lampung Human Resource Management can improve the quality of the entire school more effectively. This will have a positive impact on student performance, quality of teaching and school reputation.

A. Theory

1. Effectiveness

Effectiveness is a key concept in many fields, including business administration, psychology, and social sciences. Effectiveness is the ability of an action, activity, or process to achieve set goals with desired outcomes. In this connection, his two expert opinions on effectiveness are presented. Renowned management expert Peter F. Drucker has made important contributions to our understanding of effectiveness. According to Drucker, effectiveness depends on achieving goals correctly and making a significant impact. He argues that efficiency is not only about doing tasks well, but also about choosing the right tasks. Drucker explained that focusing on the right behavior is more important than simply performing the behavior efficiently. According to him, efficiency includes the ability to use limited resources wisely to achieve desired results¹¹. Gary Yukl, a leadership and organization expert, provides a more focused view of leadership effectiveness. According to Yukl, leadership effectiveness is related to a leader's ability to achieve organizational goals and produce positive results. He emphasizes the importance of diverse leadership skills, including skills in directing, motivating, and managing people effectively. Yukl also notes that leadership effectiveness can be influenced by various contextual factors, such as organizational culture, situations, and the characteristics of the individuals being led¹².

2. Management

Management is the process involving planning, organizing, directing, and controlling resources to achieve organizational goals. Two expert opinions that have made important contributions to our understanding of management are Henri Fayol and Peter F. Drucker. Renowned manager Henri Fayol sees management as a set of basic functions that a manager must perform. Management, he said, has five basic functions: planning, organization, directing, coordinating and controlling. Fayor also emphasized the importance of authority, discipline and fairness in the organization. This approach is known as the functional

approach¹³. Meanwhile, Peter F. Drucker contributed a more holistic view of management. Drucker argued that management is about achieving desired results by using resources efficiently and effectively. He emphasizes the importance of understanding the external environment, strategic planning, performance management, and innovation. Drucker also emphasized the importance of effective leadership and employee development. This approach is known as the Systemic Approach¹⁴.

3. Human Resource Management

Human Resources Management (HR) is a strategic approach to managing employees and related aspects of achieving organizational goals. Two expert opinions that have made important contributions to our understanding of human capital management are Frederick W. Taylor and Douglas McGregor. Frederick W. Taylor, also known as the "father of scientific management," developed a management approach known as Taylorism. According to Taylor, HR management involves careful job analysis and systematic design to improve employee efficiency and productivity. This approach includes segregating duties, standardizing processes, training employees, and providing performance-based incentives. Taylor also emphasized the importance of close collaboration between managers and employees to achieve organizational goals¹⁵. On the other hand, Douglas McGregor developed theory X and theory Y in the context of HR Management.

Theory X assumes that employees are naturally lazy, dislike work, and must be closely supervised. In contrast, theory Y assumes that employees naturally have innate motivation, enthusiasm, and the ability to be independent in their jobs. McGregor argues that effective HR management involves applying theory Y principles, such as providing employees with autonomy, participation, and rewards in an attempt to increase their performance and satisfaction¹⁶. In the context of HR Management, the Taylorism approach initiated by Frederick W. Taylor emphasizes efficiency and standardization of work processes, while theory X and theory Y put forward by Douglas McGregor focus on management's view of employee behavior. Both of these opinions provide valuable insights in understanding and managing human resources in an optimal way to achieve organizational goals.

4. School Quality Improvement Management

School quality improvement management is an approach that aims to improve the quality of education in schools through effective and strategic management. Two expert opinions that have made important contributions to our understanding of quality improvement management in schools are William Edwards Deming and Philip B. Crosby. William Edwards Deming, a statistician and quality control expert, developed the concept of Total Quality Management (TQM), which focuses on overall quality control. Deming argues that school quality control should involve all members of the school, including students, teachers and support staff. This approach includes data collection, statistical analysis and continuous improvement to improve the quality of education. Deming also emphasized the importance of understanding students' needs and expectations and improving communication among school members¹⁷. Quality control expert Philip B. Crosby developed the Zero Defects concept, which emphasizes the importance of avoiding errors and defects in the educational process.

Crosby argues that quality control in schools should focus on prevention rather than just detection and remediation. This approach includes measuring performance, identifying root causes of nonconformities and implementing timely corrective actions. Crosby also emphasized the importance of individual commitment and responsibility in achieving quality education¹⁸. In the context of School Quality Improvement Management, the TQM approach developed by Deming emphasizes overall quality management and continuous improvement, while the Zero Defects concept put forward by Crosby focuses on preventing errors and defects. These two opinions provide valuable insights in understanding and managing school quality improvement to achieve optimal educational outcomes. By involving all school

stakeholders and applying the right methods and strategies, school quality management can achieve success in improving the quality of education.

II. METHODS

A qualitative research method can be used as a research method in this study. This method allows researchers to gain a deeper understanding of the effectiveness of human resource management in improving the quality of public high schools in Bandar Lampung.

Qualitative research methods can take several steps, including:

Collect data through interviews with school principals, teachers, and administrative staff to understand their perspectives on human resource management and its impact on school quality. Direct observation of the school environment to see first-hand the human resource management practices of school leaders and their impact on the quality of education. Analyze documents such as school policies, professional development programs and performance reviews to gain a more complete understanding of existing human resource management. We collect additional data through a literature review to provide a solid rationale and identify relevant prior research on the effectiveness of human resource management in improving school quality.¹⁹ Using qualitative research techniques, researchers will be able to obtain detailed and contextual data on human resource management and its effectiveness in improving the quality of SMA Negeri across Bandar Lampung city. Collected data can be analyzed thematically or using a content analysis approach to identify patterns, insights and relationships relevant to this study.

III. DISCUSSION

1. Effectiveness of personnel management to improve the quality of public high schools across Bandar Lampung city.

Effectiveness of human resources (HR) management plays a key role in improving the quality of public high schools in Bandar Lampung city. Effective human resource management includes the management, development and optimal utilization of existing human resources in schools. Human resource management theory can be linked as a theory in this context. This theory explains the importance of holistic and strategic human resource management to achieve organizational goals. Key concepts of this theory include the selection and hiring of suitable employees, skill and competence development, compensation and incentives, and effective performance management. In improving school quality, effective human resource management includes several aspects related to human resource management theory, such as:

a. Proper selection and recruitment of employees

A good selection and recruitment process ensures that the school has qualified staff such as principals, teachers and administrative staff. By hiring appropriately qualified and motivated staff, schools can improve the quality of education provided.²⁰

b. Developing skills and abilities

Continuing professional development programs enable teachers and school personnel to improve their skills, knowledge and abilities. This helps us to improve the quality of our education, understand innovative learning methods and stay abreast of the latest developments in education.²¹

c. Awards and incentives

Providing rewards and incentives to outstanding teachers and staff can improve their motivation and performance. This may include awarding awards, performance bonuses, or professional development opportunities. With appropriate rewards and incentives, schools can motivate staff and increase their engagement in achieving school quality goals.

d. Effective performance management

Having a clear and structured performance management system in place allows you to monitor and measure employee performance. Regular feedback and evaluation mechanisms enable school leaders to provide support and guidance to teachers and staff to achieve expected performance standards.²²

e. Effective leadership

Principals play an important role in managing human resources and improving the quality of schools. Effective leadership includes the ability to guide, motivate and inspire school personnel. This concept can be combined with the theory of transformational leadership, where school leaders act as change agents to bring about positive change in schools through inspirational and visionary influence.²³

f. Good cooperation and communication

Effective personnel management also requires good cooperation and communication between school leaders, teachers and administrative staff. Working together allows for the exchange of knowledge, experiences and ideas to improve teaching practice. Effective communication gives you a clear understanding of your vision, goals and tasks that need to be done to improve the quality of your school.²⁴

g. Performance evaluation and monitoring

Evaluating the performance of teachers and school staff is an important part of human resource management. By conducting objective and structured assessments, school leaders can identify individual strengths and weaknesses, provide constructive feedback, and develop appropriate plans for professional development. Continuous performance monitoring allows you to measure progress and adjust human resource management strategies as needed.

h. Improving the working environment

A conducive and positive work environment plays an important role in improving the quality of schools. Effective human resource management must promote cooperation, participation and equity within schools. Organizational climate theory can be used to understand how factors such as social support, equity, and job satisfaction affect employee performance and engagement.

When applying these theories, it is important to consider the specific situation of public high schools in Bandar Lampung city. Exploring the perspectives and experiences of teachers, staff and school leaders in local contexts will deepen our understanding of the effectiveness of human resource management in improving school quality. By applying a holistic and theory-based approach, schools can optimize their human resources and achieve their goals of higher quality education. In the context of SMA Negeri Sekota Bandar Lampung, the effectiveness of human resource management can be measured by improving the quality of instruction, student performance, teacher and staff satisfaction, and school reputation. By applying the principles of effective human resource management, schools can improve the quality of education and achieve the goal of providing students with an optimal learning experience. Effectiveness of personnel management plays a key role in improving the quality of SMA Negeri across Bandar Lampung City. Based on the discussion so far, we can identify some important points:

a. Effective talent management includes aspects such as selecting and hiring the right people, developing skills and capabilities, rewards and incentives, and effective performance management. This concept may be related to the theory of human resource management.

b. Principals play a central role in managing human resources and improving the quality of schools. Effective leadership, collaboration, good communication, performance evaluation and monitoring, and improving working conditions are important factors to consider in human resource management.

c. Theories such as Transformational Leadership and Organizational Culture provide a deeper understanding of how effective human resource management can help improve school quality.

The application of effective human resource management principles must be adapted to local conditions and the needs of schools. To develop an appropriate approach, it is important to explore the

perspectives and experiences of stakeholders such as school leaders, teachers and administrators. By implementing effective human resource management, schools can improve the quality of instruction, student performance, teacher and staff satisfaction, and school reputation. To improve the quality of education, personnel management plays an important role in ensuring that the school's human resources are properly managed and optimized to achieve desired goals. Overall, effective HR management is a key factor in improving the quality of SMA Negerisekota his Bandar Lampung by incorporating good leadership, effective collaboration, skill development, rewards and structured performance appraisals. becomes.

2. The Role of School Effective Leadership in Human Resource Management to Improve School Quality

The importance of effective human resource (HR) leadership by school leaders cannot be underestimated in improving school quality. The school principal is the person responsible for directing, directing, and motivating all school personnel to achieve desired educational goals. Below are some of the key aspects of the effective leadership role of the Director of Human Resources Management at SMA Negeri Se Kota Bandar Lampung.

a. Establish a clear vision and direction.

Effective school leaders have the ability to develop inspiring visions and long-term goals that guide all school staff. With a clear vision, school leaders can direct the efforts and energies of existing human resources to achieve set school quality goals.

b. Promote good collaboration and communication:

Effective school leaders recognize the importance of good cooperation and communication among school personnel. They create an inclusive work environment and open up opportunities for collaboration and the exchange of ideas, knowledge and experience between teachers and staff. This can lead to strong synergies and an overall improvement in the quality of education.

c. Promoting Professional Development:

Effective school leaders care about the professional development of school personnel. We offer opportunities to attend training courses, seminars and workshops related to the field of education. This support in developing skills and knowledge helps school personnel to continuously improve the quality of education and educational services.

d. Provide feedback and support.

Effective school leaders provide constructive feedback to school staff. They conduct performance reviews on a regular basis and provide the necessary support and guidance to help employees achieve the expected performance standards. Clear, focused feedback helps motivate school staff to continuously improve.

e. Promote participatory decision-making.

Effective school leaders involve school staff in the decision-making process. We respect the opinions and ideas of our employees and create a place where they can actively participate. Decisions involving multiple parties tend to be more accurate and are supported by staff, thus improving the quality of school policy and practice.

Through the effective leadership of principals in personnel management, schools create a positive work environment, improve collaboration, promote professional development, provide support and facilitate participatory decision-making. can do. All of these contribute to improving the quality of the school as a whole.

3. Problems encountered in personnel management at a public high school in Bandar Lampung and how to deal with them.

Problems encountered in Human Resource Management (HR) in public high schools in Bandar Lampung city may hinder the effectiveness of quality improvement in schools. Issues that arise include:

a. Recruitment and Selection Issues:

One potential problem is the lack of effective recruitment and selection processes. Poor processes may result in hiring staff who do not meet the school's needs or who are not properly qualified. This may affect the quality of education and educational services provided.

b. Lack of skill development and training:

Inadequate attention to staff skill development and training may result in the lack of the skills and knowledge necessary to perform their duties properly. Lack of education can hinder school quality improvement and learning innovation.

c. Employee Motivation and Retention Issues:

Lack of employee motivation and retention can be a problem in HR management. When employees are unmotivated or dissatisfied with working conditions, they are more likely to seek other employment opportunities and not reach their full potential. This can affect the continuity and stability of education in schools.

d. Lack of an effective performance appraisal system:

An ineffective or non-existent performance appraisal system can create confusion regarding performance expectations and standards. This can hinder decisions about improving individual and team performance and employee development.

There are several steps you can take to address these issues, including:

a. Implementing an effective recruitment and selection process:

We use appropriate selection methods such as tests, interviews and competence assessments to ensure that we hire qualified staff who meet the needs of the school.²⁵

b. Provide ongoing training and skills development

Identify staff training needs and provide relevant training programs to improve the quality of education and educational services.²⁶

c. Creating a positive and motivated work environment

We create a supportive work environment, recognize and reward good performance, and encourage open communication and employee participation in decision-making.²⁷

d. Develop a clear and structured performance appraisal system

Create a performance appraisal system that allows constructive feedback, performance evaluation and clear career advancement to drive individual and team performance improvement.²⁸

By solving HR management issues with the above steps, SMA Negeri Sekota Bandar Lampung can increase the effectiveness of HR management and improve the quality of the school as a whole. In summary, effective human resources (HR) management plays a key role in improving the quality of schools in SMA Negeri Sekota Bandar Lampung. However, various problems can arise in the process of human resource management. Issues such as inefficient recruitment and selection, lack of skills development and training, staff motivation and retention issues, and unclear performance appraisal systems can hinder school quality improvement. Implementing an effective recruitment and selection process, conducting ongoing training, creating a positive work environment, and establishing a clear performance appraisal system are key to overcoming this problem. By overcoming this human resource management problem, public high schools in Bandar Lampung city can increase the effectiveness of human resource management and improve the quality of the entire school.

4. The Importance of Human Resources in Improving the Quality of Schools and What is the Relationship with Improving the Quality of Education.

Human Resources (HR) plays an important role in improving the quality of schools and contributes to improving the quality of education as a whole. Below, we discuss the importance of human resources in improving school quality and how it relates to improving the quality of education in public high schools across Bandar Lampung city:

a. Teachers as key human resources

Teachers are the main element in the educational process. They have a central role in providing quality teaching, guiding students, and developing students' abilities. Competent and skilled teachers can provide

meaningful learning experiences for students, as well as encourage high academic achievement.²⁹ It is therefore important to invest in the professional development of teachers and ensure that they have the right knowledge, skills and attitudes to support the improvement of the quality of education at SMA Negeri Sekota Bandar Lampung.

b. Performance management and leadership

The importance of effective performance management and good leadership in an educational context is undeniable. Good performance management involves regularly monitoring and assessing staff performance, providing constructive feedback, and designing relevant professional development programs.³⁰ At SMA Negeri Sekota Bandar Lampung, effective leadership by both school leadership and top management is key to inspiring and motivating school staff, creating a positive work culture and fostering educational innovation. playing a role.

c. Cooperation and Teamwork

Cooperation and teamwork among school staff are also important to improve the quality of schools in SMA Negeri Se Kota Bandar Lampung. Collaboration empowers teachers to share ideas, experiences, and best practices to make a positive impact on teaching and learning. By working together, school personnel can support each other, learn from each other, and work together to achieve the quality goals the school requires.³¹

d. Parental and community involvement

It is important to involve parents and society in the educational process. Parents who are actively involved can support learning at home, provide emotional support, and collaborate with schools to improve the quality of education. Meanwhile, community involvement can provide additional resources, such as mentors or volunteers, as well as broaden the school's network and connections with the outside world.

Due to the importance of human resources in improving the quality of schools and how it relates to improving the quality of education in SMA Negeri Sekota Bandar Lampung, the school has a strong focus on effective learning, higher You can create an environment that promotes academic achievement and overall personal development. The important role of Human Resources (HR) in improving the quality of schools and education should not be neglected. Teachers are important human resources who provide quality instruction and have great influence in guiding their students. It is important to invest in teacher professional development and ensure that teachers have the right knowledge and skills. In addition, effective performance management and good governance also help improve the quality of SMA Negeri Sekota Bandar Lampung schools. Cooperation and teamwork among school staff, parental and community involvement also play an important role in improving the quality of education. By understanding the importance of human resources and involving all stakeholders, schools can create an environment that supports effective learning and personal development of students.

IV. CONCLUSION

Human Resources (HR) plays a very important role in improving the quality of schools and education as a whole. The effectiveness of human resource management, including recruitment, selection, skills development, motivation and performance evaluation, can have a significant impact on improving school quality. As the most important human resource, teachers play a vital role in providing quality instruction and guiding students. It is important to invest in teacher professional development and ensure that teachers have the right knowledge and skills. In addition, effective performance management and good leadership also contribute to improving school quality. Cooperation and teamwork among school staff and participation of parents and the community are also important in creating an educational environment. By understanding the importance of human resources and involving all stakeholders, schools can achieve better quality education.

A state high school in Bandar Lampung needs a targeted approach to human resource management to improve the quality of the school. Recruitment and selection of teachers must be done carefully in order to attract future teachers who are qualified and fit the needs of the school. Teacher development and continuing professional development should be prioritized to keep teachers abreast of educational developments and improve their competencies. Effective performance management and good leadership should be put in place, including through constructive feedback and encouraging career development. Cooperation among school staff and the active involvement of parents and the community also need to be improved in order to create synergies in efforts to improve school quality. By strengthening effective personnel management, SMA Negeri can achieve sustainable improvement of school quality throughout Bandar Lampung City and provide quality education to its students.

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