

## OPTIMIZATION OF HUMAN RESOURCE MANAGEMENT TO IMPROVE THE QUALITY OF EDUCATION AT MAN 2 TULUNGAGUNG

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### ABSTRACT

*The principal should synergize with teachers and education personnel to improve the quality of education to determine the success of education. In this case, the subject of the study is education at MAN 2 Tulungagung. The research method is a qualitative design that uses descriptive phenomenological analysis with data analysis using the Miles, Huberman & Saldana model. The results of the study are as follows: Human resource planning, namely: planning the needs of human resources, both educators and education personnel who have a strong commitment to implementing the vision and mission to achieve the goals of the madrasah. Organizing human resources at MAN 2 Tulungagung is done by compiling job descriptions, and procuring workers. Empowerment of human resources at MAN 2 Tulungagung, namely: through coaching, supervision, training, providing motivation and reward and punishment. Evaluation of human resources at MAN 2 Tulungagung is in two forms, namely soft and hard forms. The soft form is more directed at the form of awareness and religious touch and profession. The hard form displays the evaluation of the performance report of educators and employees.*

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### INTRODUCTION

The role of humans cannot be separated from education. Education is always needed by humans, at various levels and types, to survive and survive as a society. Education never stops. Education is like food: it must be eaten every day until it changes life. Therefore, education is important for everyone.(Nisa & D, 2023; Yasin, 2011) The strategic role of education involves educational personnel, who have a role in creating students' knowledge, skills, and character.(Muhtar et al., 2019) The law clearly shows how important education is for humans, especially in terms of spirituality, morality, personality, and physical.(Ramadhaniyati et al., 2023) This shows that in order to achieve quality that meets Indonesia's expectations, quality really needs to be improved. For that,

institutions, especially their human resources, must work harder to create programs to improve the quality of education. The program policy to improve the quality of education consists of three components.(Elfina, 2022; Ismail et al., 2020; Mulyasa, 2002; Wijaya et al., 2023)

The third component is an important point, as is the position of the subject, which is none other than the actor. The main actor in the world of education is the educators themselves or their human resources, for later provisions in the teaching and learning process.(Basari et al., 2023) Human resources must play a role in improving the quality of education, but they must also actively raise awareness of the importance of education.(Vrba, 2024) Optimal human resources affect the pace of education. Quality education is education that can produce graduates who have academic and professional competencies based on social and personal abilities, or life skills.(Mutohar & Jani, 2020)

This research was conducted at Madrasah Aliyah Negeri (MAN) 2 Tulungagung in this context. This school has a lot of potential to develop into an educational institution recognized for its quality of education and become one of the MANs that produce competitive graduates. Geographically, MAN 2 Tulungagung is in a strategic location because it is close to the highway, easily accessible by public or private vehicles, and has a green and clean environment, which improves the learning environment. One of the leading schools in Tulungagung Regency, MAN 2 Tulungagung, is supported by an Islamic organization. This school has many achievements and visions and missions that show that this school prioritizes togetherness, innovation, and competition to achieve success. This shows that this educational institution has a very good human resource management system. Based on the above, the author wants to conduct additional research that focuses on human resources.

## **METHODS**

This study was conducted through a qualitative approach. The results are based on the strategy, application of qualitative models, and the paradigm used.(Daymon & Holloway, 2005) The researcher uses an approach to reveal the subject of the study thoroughly and in detail. This means discussing the background, one subject, document, or specific event that is relevant to this study.(Said et al., 2021)

The researcher chose MAN 2 Tulungagung, which is located on Jalan Ki. Mangun Sarkoro, Dusun Krajan, Beji, Boyolangu District, Tulungagung Regency. The researcher chose the school because of its good reputation in the community, especially in the

surrounding Tulungagung area. With various academic and non-academic achievements, a madrasah-based school with added value related to religious values, and a school with the motto "Smart Blooming Cultured Healthy Environment", which refers to a school that cares about the environment. In addition, this school was chosen because of its efficient human resource management, which allows the school to maintain the existence and achievements of students both academically and non-academically even in the midst of the controversy of the Covid-19 outbreak. The subjects of this study were all members of the academic community in all educational institutions, both public and private.(Emzir, 2010) This study involved students, teachers, Administration teachers, and school leaders.(Bungin, 2017) In-depth interviews and participatory observations were conducted at MAN 2 Tulungagung to obtain data on human resource management in greater depth and detail.

The researcher used Miles, Huberman and Saldana(2014) data analysis, which means analysis with data condensation, data display, and drawing conclusions and verification. The researcher used inductive, deductive, and comparative methods to analyze this data.

The next stage after data collection is to re-check their data by cross-checking the information. In this way, the data collected by researchers can be tested and can be accounted for.(Patton, 2015) Researchers also use an in-depth observation approach and triangulation of data sources. In addition, with the preliminary deriefing method, which means talking about the data that has been collected with people who have relevant knowledge and skills(Fajari & Chumdari, 2021), such as colleagues and research partners.

## **RESULT AND DISCUSSION**

### **1. Human Resource Planning in Improving the Quality of Education at MAN 2 Tulungagung**

Planning is an initial activity in the form of an assessment plan for employee status so that they can effectively and efficiently meet the needs of an organization and contribute to achieving its goals.(Bukit, 2017) This planning includes the process of forecasting, developing, implementing, and controlling to ensure that the number of employees is appropriate, placed correctly, at the right time, and at a profitable cost. The principal or madrasah, teachers, and employees can make existing educational plans to improve the quality of education.(Mutohar, 2014) Andrew F. stated that human resource planning, also known as workforce planning, is a process

of identifying workforce needs and how to meet those needs in order to implement organizational plans in an integrated manner to achieve common goals. (Priyono & Marnis, 2008)

Planning in management is like a small baby still in the womb of a mother, a mother has the right to make her child born healthy and intelligent by trying to maintain and ensure its nutrition before it is ready to grow and develop in the world. Along with several supporting activities such as tutoring to maintain himself as the best child in his version. In the science of human resource management, planning is a series of qualifications that must be met before the educator is ready to teach and a series of programs that must be taken by educators to maintain themselves as quality educators.

In this case, the researcher's observation of the workforce planning of MAN 2 Tulungagung showed positive results. This is done by planning the needs of human resources, both educators and education personnel, by having a vision and mission as the goal of the school and planning training, education and skills that meet the needs of human resource competence and intelligence, and planning a payroll system to ensure employee welfare.

Work program planning is carried out by reviewing and evaluating the program activities implemented in previous years and is carried out continuously to provide feedback on the progress of the plan that has been set. (Coyanda & Agustri, 2023) Human resource planning is the steps that will be taken in managing human resources in an organization (Islamic Educational Institution) through the procurement of appropriate human resources to carry out the right work at the right time.

Human resource planning which includes performance planning can be divided into three main stages: Preparation, Meeting, and Closing the process. Preparation, to do this, both managers and employees must know well where the organization is headed. (Kasa & Kichin, 2023) This is something that can be done before they meet. In addition, employees can review their job descriptions independently. Meeting, managers and employees (teachers) sit together to discuss work for the coming year. The next stage is the closing or evaluation stage where managers and employees complete any unfinished matters, and complete the determination of goals and standards. This can take the form of shorter follow-up meetings. (Hersey & Blanchard, 1977)

In performance planning, also make performance measurement focus for each employee level. Performance measurement focus includes responsibilities, tasks and work standards. Performance management is a continuous activity that must be done to ensure that the plan will run well. This activity includes supervision, counseling, feedback response, and others. Continuous supervision is needed to provide feedback for performance achievement and to review and also update targets. (Aristana et al., 2024; Mette et al., 2017) With good and efficient performance, the improvement in the quality of education can be achieved optimally. This study strengthens the findings of Ignatius et.al (2022) who stated that human resource management planning in elementary schools in Cameroon has a significant effect on improving the quality of education. The educational planning in question is that which is carried out using written planning and has neat targets. Arromy et.al (2023) also stated that effective human resource planning and leadership can improve the quality of education.

## 2. Organizing Human Resources in Improving the Quality of Education at MAN 2 Tulungagung

Organizing is a structured determination process, requiring activities, interactions, coordination, in which there is authority and tasks with clear duties based on job division categories. (Jahari, 2013) Organizing human resources consists of three parts: First, the formation of the Organizational Structure at MAN 2 Tulungagung. Second, the preparation of job descriptions, research conducted by researchers at MAN 2 Tulungagung, researchers concluded that the preparation of job descriptions was made for work guidelines for educators and education personnel, and later used to identify vacant positions. Of course, the preparation of job descriptions is very important for educational institutions. Third, Procurement of workers, which is intended to obtain workers according to needs. (Pujilestari, 2020)

In the aspect of organizing human resources, job descriptions are arranged. The principal divides and delegates authority to teachers and staff. He also makes teachers on duty effective and teachers who work as organizational staff must be responsible for their work. (Clanchy et al., 2022; Kubík & Jurčík, 2023) As with the usefulness of performance management, the intent and purpose of continuous performance communication is to ensure that everyone gets the information they need to develop themselves throughout the year, so that the work process will remain dynamic, flexible, and responsive. (Pusvitasari, 2021) Because continuous

communication about performance is very important for performance management, methods are needed that will not take too much time and do not add unnecessary work.(Cuijuan & Hai, 2023) There are several communication methods that can be used in performance management, namely formal and informal methods. Formal methods consist of:

1. Periodic written reports
2. Periodic meetings between managers-employees (headmaster-teachers)
3. Periodic group or team meetings with managers.

In addition to informal methods that can be obtained from informal meetings, including; chatting, chatting during breaks, or from "management by walking". The advantage of this informal method is that this method is "timely".(Güntner et al., 2023) When a problem occurs or an issue occurs, a short conversation immediately follows and everything can be straightened out quickly. However, each method has advantages and disadvantages, so we need to choose it according to the situation and conditions in the organization.(Muktamar et al., 2023)

Coaching for teacher performance is not only for new members, but also for all staff. Coaching must be carried out continuously and systematically or programmatically. This process is a form of service from superiors to subordinates to provide orders, instructions, guidelines and advice as well as skills in communicating.(Waridah, 2016)

This study strengthens the findings of Sukadari et.all (2021) who stated that improving the quality of education in Indonesia starts from improving the quality of educators who are well organized. In addition, Belmekki et.all. (2024) also stated that educators who follow organized training by educational institutions will be able to implement project-based learning well. Meanwhile, educators who are less organized in following training will have difficulty implementing project-based learning. This proves that the implementation of project-based learning is a sign of improving the quality of education.

3. Empowerment of human resources in improving the quality of education at MAN 2 Tulungagung

Empowerment is quoted from Mutohar(2017), he stated that this empowerment is based on the principle of continuous quality improvement to improve the organizational performance of all elements of the institution, starting from lower, middle and top management. According to a study conducted by

researchers from MAN 2 Tulungagung, strengthening human resources in educational institutions runs well through four processes, including coaching, supervision, training and seminars, so that an organizational system can be created that can run effectively and efficiently.

There are three stages of empowerment, namely: 1) Making aware means providing an understanding or awareness that group members have the same rights to make organizational changes, fostering a high level of commitment to the development of educational institutions through various activities such as discipline, (Hatt et al., 2024) being positive, supporting all activities, being a role model, always being creative and innovative in developing human resources. (Firdausi et al., 2023) 2) Enabling (capacity building), namely the person concerned is given power or ability so that they can be given "power". providing facilities to support teacher knowledge, namely through: discussions, teacher work groups (KKG), seminars, workshops, and work visits. 3) Providing power (empowerment), namely the person concerned is given power, authority, or opportunities according to the skills they have and providing appropriate learning opportunities and supporting them to achieve work productivity. (Ulfatin & Triwiyanto, 2016)

In the process of empowering human resources at MAN 2 Tulungagung, researchers divide it into 4 processes, namely coaching, supervision, training, workshops/seminars.

- a. Coaching every semester is carried out to raise, control performance, and motivate employees of MAN 2 Tulungagung. Discipline Development through Internalization of Worship Values. (Aristana et al., 2024) Only after several years the results are felt. That is one of the human resource empowerment in MAN 2 Tulungagung.
- b. Supervision by the head of the madrasah, one of which is through daily performance reports which reports will be supervised by the leadership every month and semester, and later the performance report will be used as evaluation material at the end of the period. (Saunders, 2023)
- c. Training and the formation of working groups are efforts to improve skills, soft skills and hard skills, knowledge of a person. (Yudarti et al., 2022) In this case, MAN 2 Tulungagung delegates its educators to take part in training by the Ministry of Religion or the Education Office, for example, namely MGMP

(Subject Teacher Deliberation) which is followed according to the subject community. There are 6 meetings in one semester.

- d. Workshop, this effort is carried out as a form of empowerment carried out at MAN 2 Tulungagung. Workshops are carried out to build high satisfaction in carrying out tasks, increase insight and create commitment to work.
4. Evaluation of human resources in improving the quality of education

The activity of measuring performance improvement efforts is called evaluation activity. (Kirana & Ratnasari, 2017) Generally, evaluation activities are at the end of an event, as researchers have found, evaluations are carried out by considering employee performance evaluation reports and deficiencies in student services. MAN 2 Tulungagung will continue to improve to provide better quality education. This displays an evaluation of employee performance reports that have an impact on welfare and increased competence.

a. Welfare

Basuki stated that what is meant by welfare is divided into two, namely material or non-material which refers to the level of job satisfaction. In this argument, a madrasah leader must strive for the rights of its members as follows: 1) dividing wisely, fairly and openly the rights and authorities according to the members' portions, 2) appreciating the work results of teachers and staff who excel and are responsible for their duties well, 3) conditioning and maintaining harmony in the institution's household. (Ngambi & Nkemkiafu, 2015)

b. Competency Improvement

From the explanation above, it can be seen that educational institutions, especially MAN 2 Tulungagung, strive to improve work skills in the form of job promotions if their employees show positive improvements. In addition, employees who continue to receive negative evaluation results will be given warnings or dismissed. The results of this evaluation will later become the benchmark and guideline for the institution at that time or in the future. If the results of this assessment are in accordance with the existing content, then the needs and deficiencies in the institution can be immediately met and overcome. (Fry et al., 2017)

Human resource evaluation is basically a manifestation of an employee's performance assessment, performance assessment provides an overview of the employee's condition and can also provide feedback. The results of this study

strengthen what was put forward by Farizi and Patimah (2022) that effective human resource evaluation will be able to improve the quality of education in universities and other Islamic educational institutions. Assefa (2024) also said that the quality of education is improved by improving achievement in the classroom taught by a teacher where the teacher is managed with effective and efficient human resource management.

The follow-up carried out by the teacher after the assessment is performance improvement and continuous professional development.(Hartono, 2022) The teacher will try to improve his performance and fulfill the aspects that are lacking in his self-development, and his scientific publications. The teacher will try to follow and be active in workshops and create PTK as one of the requirements for scientific publication. The principal in improving quality, should view the teacher as someone who is able to work well, trust him, guide him with constructive criticism and also provide assistance with both personal and work problems.

After the results of the performance assessment are known, the next stage is to prepare a follow-up plan. Because the preparation of a follow-up plan is part of the quality assurance of performance appraisal on teacher.(Tibrisi et al., 2022) Quality assurance of performance appraisal on teacher is a series of processes to identify the implementation and quality of the implementation of performance appraisal on teacher in each school so that all stages of activity lead to the expected goals. Improving quality assurance systematically includes planning, implementation, monitoring-evaluation, and follow-up to improve quality.

## **CONCLUSION AND SUGGESTION**

Optimization of human resource management in an effort to improve the quality of education at MAN 2 Tulungagung, is divided into 4 stages, namely: (1) Human resource planning in improving the quality of education, namely: planning the need for human resources, both educators and education personnel who have a strong commitment to implementing the vision and mission to achieve the goals of the madrasah. In addition, resource planning at MAN 2 Tulungagung also has basic values, namely worship and professionalism. (2) Organizing human resources in improving the quality of education is carried out by forming an organizational structure at MAN 2 Tulungagung, compiling job descriptions, and procuring workers, which is intended to obtain workers who are in accordance with needs. (3) Empowering human resources in

improving the quality of education at MAN 2 Tulungagung, namely: carried out through coaching, supervision, training, workshops/seminars, and planning training, education and skills that meet the needs of human resource competence and intelligence, and planning a payroll system to ensure employee welfare. The coaching aspect is also carried out through the role of exemplary behavior and spirituality of the madrasah principal also plays a very important role in addition to providing motivation and reward and punishment (4) Evaluation of human resources in improving the quality of education at MAN 2 Tulungagung is in two forms, namely soft and hard forms. The soft form is more directed at the form of awareness and religious touch and profession. The hard form displays the evaluation of the performance report of educators and employees which has an impact on welfare and increasing competence. The evaluation of the performance of educators and employees in this case is in the form of SKP and work agreements every 6 months.

This research should be continued with mixed methods research that reveals its influence on the culture of educational institutions. This research also recommends research that discusses performance management and its influence on the sustainability of educational institutions.

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