

Human Resource Management in Strengthening Educators

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ABSTRACT

This research is the result of research that presents human resource management in strengthening educators at MAN 2 Kediri. The purpose of this study is to determine the planning, implementation and evaluation of human resource management in strengthening educators in MAN 2 Kediri. The research method used is descriptive qualitative, which reveals facts, data, and phenomena that occur in the field. This research uses types of research in the form of field research and case study approaches. The results of this study show that: 1) Human resource management planning in strengthening educators in MAN 2 Kediri is planned with functionaries before entering the new school year and full authority is given to the head of the madrasah. The planning carried out at MAN 2 Kediri is in the form of MGMP, Workshops, and also Work Meetings. 2) The implementation of human resource management in strengthening educators in MAN 2 Kediri has been carried out in accordance with existing SOPs. Starting from MGMP, BIMTEK and also work meetings. 3) Evaluation of human resource management in strengthening educators in MAN 2 Kediri using the PKG format.

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1. Introduction.

Education as a primary need in life, demands significant changes in human beings in critical thinking, being able to solve problems for themselves and others. In other words, education makes humans more mature in responding to all the problems they face. Eri, Susan (2019; 98). Basically, the most important thing to achieve a maximum goal is to start from the most supportive thing to achieve that goal, namely human resources (HR). Therefore, it is necessary to carry out what is called management or development that aims to create productive human beings. With good human resource development or management, organizations can run effectively and efficiently.

Muhammad Minan Zuhri, 2007. He said that human resources in educational institutions have several components, one of which is educators. Educators as one of the components of human resources in education are required to be able to organize interesting and meaningful learning so that the results achieved can be in accordance with the goals that have been set. In order to carry out interesting and meaningful learning, educators must be guided and developed continuously. This is because not all educators in

educational institutions are well trained and have good qualifications. The potential of educator resources must constantly grow and develop in order to carry out their duties professionally.

Siti Yumnah et al (2023; 93). Human resource management in strengthening educators is the activity of planning, obtaining, organizing, directing, training and developing, compensating, assessing and dismissing educator resources in order to achieve various educational goals which include individual, madrasah and community goals. Educator human resource management aims to use educators effectively and efficiently to achieve the best results, while remaining in pleasant conditions.

Human resource management activities in strengthening educators are carried out so that institutions form professional educators, develop skills, encourage high performance, and ensure to continue to maintain commitment to the institution in achieving organizational goals. Samsuardi (2016; 132). That way, it will be clear that good teacher resource management practices are needed in the management of educators' human resources to be effective and can provide benefits for the empowerment of their ability to achieve madrasah success. The theory is in accordance with the results of the author's interview with one of the teachers at MAN 2 Kediri, he said that: "Teacher resource management is very useful, because with teacher resource management it can improve the work ethic and performance of teachers.". With the background that has been explained, to find out how to plan, implement and evaluate human resource management in strengthening educators in MAN 2 Kediri, a study was conducted with the title "Human Resource Management in Strengthening Educators in MAN 2 Kediri".

Malayu, S.P. Hasibuan (2020; 10). Defining human resource management as the science and art of managing human relations and the role of the workforce in an effective and efficient way helps companies, employees and society to achieve goals. Hardani Widhiastuti (2012; 4). Strengthening human resources is an organization's effort to improve human resources, in the sense of becoming more skilled, more capable, strengthening or even strengthening human resources, or not easily giving up on the demands of human resources work. Educator according to the General Dictionary of Indonesian means a person who educates. In Law of the Republic of Indonesia No. 20 of 2003 Chapter 1 Article 1 concerning the national education system, educators are education personnel who are qualified as teachers, lecturers, counselors, learning teachers, widyaswara, tutors, instructors, facilitators, and other designations in accordance with their specificity, as well as participating in organizing education..

2. Method.

Fadlun Maros et al (2016; 5). This type of research is classified as field research. Field research is a study in which researchers directly observe and participate in small-scale social research and observe local culture. Dimas Assyakurrohim et al (2022; 3). The approach used by the researcher in this study is a case study using qualitative research methods. A case study is an examination of a "connected system" or "case/multiple cases" that undergoes regular thorough data collection and combines a variety of context-rich sources of information. While the qualitative research method, also called nature study, is a type of research that emphasizes the process and meaning that is tested or measured appropriately using information in the form of descriptive data.

3. Results and Discussion.

3.1. Human resource management planning in strengthening educators.

Teacher resource management planning at MAN 2 Kediri is carried out with functionaries before entering the new school year or during the year-end holidays. The planning carried out was in the form of MGMP, Workshop and also Work Meeting. In the planning, the need for teacher resources at MAN 2 Kediri was discussed, if needed, recruitment of who is the committee, how to select prospective teachers, what instruments are used in the selection. In the planning, the development and training needed are also discussed, starting from the place, time, resource persons, funds and so on.

Planning according to Drs. Malayu S.P Hasibuan is several decisions that act as guidelines to achieve a certain goal. Thus, each plan contains two elements in the form of goals and guidelines. Meanwhile, human resource management, Drs. Malayu S.P. Hasibuan defines it as the science and art of managing human relations and the role of the workforce in an effective and efficient way to help companies, employees and society to achieve goals.

The planning of teacher resource management carried out at MAN 2 Kediri is in accordance with what was explained by Malayu S.P Hasibuan, that in the plan, the goals and performance guidelines are set and become the basis for control. Without a plan, it is impossible to exercise, and without control it is impossible to know whether the plan is good or wrong. Human resource management planning is the first and main function of human resource management. The human resource management plan is handled by the planner and the result becomes a plan. The success of a human resource management is determined by how well planned the human resource management is.

Recruitment and selection

Teacher resource management recruitment at MAN 2 Kediri uses a screening method in the form of advertising and notifications, and the implementation of recruitment after conducting an analysis of needs. This is in accordance with what Rianti Setyawasih said that if employee recruitment is sourced from outside the organization, one of the methods used in the form of advertising and recruitment is carried out after a needs analysis.

The stages that MAN 2 Kediri goes through in the recruitment process are: Clarifying the position to be recruited, reviewing and updating the job description, and specifications for the position, identifying possible qualified resources and selecting the most effective communication method to attract qualified candidates.

After selecting the incoming application files, prospective teachers who meet the next criteria are called and then interviewed by the head of the madrasah, Waka, and the relevant maple teacher. The selection carried out by MAN 2 Kediri is in accordance with the definition and purpose of the selection itself, namely, selection is the process of selecting potential employees who match their personal characteristics and job requirements. The goal of selection is to attract the right people to the right positions, evaluate the candidate's achievements, maintain the organization's reputation, and optimize investments. The selection method used at MAN 2 Kediri is in accordance with what was said by Rianti Setyawasih that the recruitment process in a company will not be complete before reaching the final stage, namely in the form of an interview with HRD. The purpose of this interview is to find out if the candidate is suitable for the position

Onboarding and jobdescription

In terms of orientation and also jobdescription carried out at MAN 2 Kediri, when the prospective teacher passes the selection and is accepted at MAN 2 Kediri, the new teacher will be explained the duties he is told, the positions of other teachers in general, the location, and the traditions that exist at MAN 2 Kediri without a probationary period. The reason for the absence of a trial period is because, teachers who pass the selection have passed the selection and meet the requirements determined to become teachers at MAN 2 Kediri. The friendliness of the teachers, students, and staff will be a warm welcome for the new teachers so that they make us feel comfortable at MAN 2 Kediri.

So, what is done by MAN 2 Kediri is in accordance with the definition of orientation spoken by Ivancevich and quoted by Zulkifli Rusybi, that orientation is a human resource activity intended to introduce new employees to the organization and to upcoming tasks, to superiors, and work groups. The orientation carried out by MAN 2 Kediri is also in accordance with the purpose of the orientation spoken by Sedarmayanti, that the orientation has the purpose of introducing new employees to the scope of work and their activities, providing information about existing policies, avoiding the possibility of confusion among new employees about the tasks, services or jobs assigned to them and providing opportunities for new employees to ask related questions Work.

In terms of Job description carried out by MAN 2 Kediri in accordance with the definition of the job description itself, namely written information that explains duties and responsibilities, working conditions, employment relationships, and aspects of working in a certain position in the organization.

The job description carried out at MAN 2 Kediri is as follows: (1) Identification of the position or job, namely mentioning the name of the position, such as the head of the madrasah, waka, homeroom teacher, and teacher. (2) The relationship between duties and responsibilities, i.e. the details of duties and responsibilities are described completely separately so that they are clearly known. The relationship statement must show the relationship between the teacher and other people inside and outside the madrasah. (3) Authority and performance standards, namely the authority and achievements of each official, must be clear. (4) It must clearly describe the working conditions, such as tools, machinery and materials that will be used to perform the work. (5) The summary of the job or position must describe the form of work in

general, including the main duties and activities. (6) Explanation of subordinate and superior positions, namely to explain from which position the teacher will be promoted and for which position the teacher will be promoted.

So, the job description carried out by MAN 2 Kediri is in accordance with the statement of Malayu S.P. Hasibuan, that in terms of job description must be clear and the concept is easy to understand and describe things in the form of identification of the position or job, the relationship between duties and responsibilities, authority and performance standards, describe the working conditions clearly, describe the summary of the job or position in general, as well as a description of the position.

Development and training

Development and training at MAN 2 Kediri is facilitated by the madrasah. Training and development carried out at MAN 2 Kediri are in the form of MGMP, Training, or Workshops. At MAN 2 Kediri, there is a further study in the form of sending training to the provincial level. Development and training are provided to teachers with the aim of ensuring sufficient skills in carrying out teachers' professional duties.

This is in accordance with the definition of development according to Malayu S.P. Hasibuan, namely, efforts to improve the technical, hypothetical, conceptual, and ethical competence of employees in accordance with the needs of the job or position with education and training. Development has a principle in the form of improving the quality and ability of employees. Teacher development and training in the form of MGMP carried out by MAN 2 Kediri is in accordance with the purpose of MGMP, namely as a place to discuss and study about the difficulties of teachers in the classroom and can be a place to exchange ideas in designing learning models and curriculum implementation. The workshop conducted by MAN 2 Kediri is in accordance with what was said by Siswanto and quoted by I Wayan Sudanta that the purpose of the workshop is to acquire a level of ability, especially related to the increase and development of knowledge, attitudes and skills.

Promotion

The promotions given at MAN 2 Kediri include becoming a Waka and participating in the assessment of madrasah head candidates. This is in accordance with the definition of promotion as stated by Hasibuan, that promotion is the transfer of authority and responsibility of employees to a higher position, so that their obligations, rights, status and income become higher.

Teacher Compensation and Welfare

In terms of compensation and also teacher welfare, in MAN 2 Kediri there is an additional incentive from the committee for certain additional tasks. And also the welfare of teachers is the main priority of madrasahs. For ASN (State Civil Apparatus) or PNS (Civil Servants) in terms of compensation or welfare, they get additional incentives from the government, while for non-ASNs they get incentives from the government and also additional from the committee in accordance with their respective duties.

Compensation is the provision of direct and indirect rewards, money or goods in exchange for services rendered by employees for their contributions to the organization. The goals of compensation are cooperation, job satisfaction, effective gain, motivation, employee stability, discipline, and the influence of trade unions and the state. So, the compensation carried out by MAN 2 Kediri is in accordance with the distribution of compensation, namely direct compensation in the form of salary, wages, and performance bonuses. Indirect compensation (actual compensation or employee welfare).

3.2. Implementation of human resource management in strengthening educators.

Without the implementation of the plan, it will be in vain, the plan is only wishful thinking. Good implementation is implementation that is in accordance with what has been planned. The implementation of teacher resource management at MAN 2 Kediri has been carried out in accordance with the existing SOP (Standard Operating Procedure) and in accordance with what is expected. The following is an explanation of the implementation of teacher resource management at MAN 2 Kediri:

MGMP (Subject Teacher Deliberation)

In MAN 2 Kediri MGMP is held 1 month 2 times with a schedule of Monday for the social studies group, Tuesday for the language group, Wednesday for the religious group and Thursday for the Mipa group. Then after one month of implementation, the implementation of MGMP moved from madrasah A to madrasah B, with the number of participants according to the size of the rombel. And sometimes MGMP

is also carried out in work units, because the map has many teachers in one madrasah. MGMP has a great influence on strengthening educators, because MGMP is a forum where each teacher can share experiences, learning methods, teaching and learning activity systems and learning tools. The methods used in MGMP are according to mutual agreements, ranging from discussions, questions and answers, learning studies outside the madrasah, and sometimes can also use all methods as long as they can support the implementation of MGMP. And for the speakers, they can be from Pasda or Pasprov, alternating between teachers from each madrasah, lecturers or from the training center. The implementation of MGMP was facilitated by Wakur, the Ministry of Religion and Pendma.

The implementation of MGMP at MAN 2 Kediri is in accordance with the definition of MGMP itself as stated by Ondi Saondi and Aris Suherman that MGMP is a forum for professional activities for teachers of similar subjects. The essence of MGMP acts as a forum or medium of communication, consultation and exchange of experiences. MGMP can improve teachers' professionalism in achieving quality academic achievement according to student needs. This communication forum is very important to contribute to the improvement of teachers' abilities, insights, knowledge and understanding of the subjects taught and developed.

BIMTEK (Technical Guidance)

BIMTEK at MAN 2 Kediri is carried out when there is socialization of new things, such as BIMTEK about a new curriculum, namely the Independent Learning Curriculum called IKM (Independent Curriculum Implementation). The BIMTEK implementation schedule is as needed. Based on the results of the researcher's observations, the implementation of BIMTEK at MAN 2 Kediri has gone well and in accordance with existing procedures.

The implementation of BIMTEK at MAN 2 Kediri is in accordance with what was said by Heri Dwiyanto in "BBPMPJateng" that BIMTEK is a consulting service provided by experts or professionals in certain fields to improve human skills. In the field of education, BIMTEK is usually carried out by experts in the field of education such as lecturers, Widyaswara, Widyaprada, Learning Technology Development (PTP) and other professionals in the field of education. BIMTEK participants are usually employees of government or private agencies who want to improve certain skills.

Working Meeting

The implementation of work meetings at MAN 2 Kediri is carried out towards the beginning of the new school year, or flexible depending on the needs of the program that will be delivered to all educators. The work meeting is intended to make programs that will be carried out every time there is a business, for example curriculum affairs, infrastructure and student affairs. Work meetings have an important role in strengthening educators because the work program will be able to run when it is known by all educators and agreed to be carried out and supervised by the head and functionaries. In terms of implementation, the work meeting at MAN 2 Kediri was held in the hall. Those involved in the work meeting at MAN 2 Kediri are functionaries and according to the needs of the purpose of the work meeting and facilitated by the madrasah, because indeed the madrasah has its own authority in terms of work meetings.

The implementation of the work meeting at MAN 2 Kediri is in accordance with the definition of a work meeting, which is that in the working meeting to discuss matters related to their respective fields or staff meetings to discuss issues related to the implementation of the Institution's duties.

3.3. Evaluation of human resource management in strengthening educators.

The evaluation of teacher resource management carried out at MAN 2 Kediri uses the PKG format. In the PKG format, there is a self-identity that is assessed and also an assessor, the competencies that are assessed include pedagogic, personality, social and also professional competencies. Then in the PKG format, there is the Acquisition of Credit Scores, Teacher Performance Assessments, and Reports and Evaluations. After being evaluated, there is a promotion in the form of becoming a Waka or participating in the assessment of madrasah head candidates.

Resource management evaluation is the process of assessing teacher resource management. Teacher resource management evaluations aim to motivate all resources to continuously improve their skills. Evaluating resource management has several benefits, including: improving performance, adjusting salaries, making compensation decisions, training and development needs, employee career planning and development, HR process errors, data errors, location errors, targeting and external challenges. The evaluation of teacher resource management carried out by MAN 2 Kediri using the PKG format is in

accordance with what is explained in the Regulation of the Minister of State for the Empowerment of the State Apparatus and Bureaucratic Reform No. 16 of 2009 that PKG is an assessment of each part of the main duties of teachers with the aim of career development, rank and position.

4. Conclusion

The planning of teacher resource management at MAN 2 Kediri is planned with functionaries before entering the new school year and full authority is given to the head of the madrasah. Teacher Resource Recruitment at MAN 2 Kediri is carried out as needed and processed by the team, namely the Head of TU, Waka and also related maple teachers. The selection method carried out in the selection is in the form of advertisements and notifications. The method used in the selection is an interview. The orientation and job description carried out by MAN 2 Kediri is that new teachers are directed about their duties and responsibilities, identification of positions or jobs, relationships between duties and responsibilities, authority and performance standards, working conditions, job or job descriptions, and explanations of subordinate and superior positions. The development and training carried out by MAN 2 Kediri are in the form of MGMP, Training or Workshops. Then there is a further study in the form of sending training to the provincial level. The promotions given at MAN 2 Kediri include being a Waka or being included in the assessment of madrasah head candidates. Compensation and welfare in MAN 2 Kediri for ASN or civil servants receive additional incentives from the government, while non-ASN or non-civil servants receive incentives from the government and also additional from the committee in accordance with their respective duties.

The implementation of teacher resource management at MAN 2 Kediri has been carried out in accordance with SOPs (Standard Operating Procedures). In MAN 2 Kediri MGMP is held 1 month 2 times with a schedule of Monday for the social studies group, Tuesday for the language group, Wednesday for the religious group and Thursday for the Mipa group. The methods used in MGMP are according to mutual agreements, ranging from discussions, questions and answers, learning studies outside the madrasah, and sometimes can also use all methods as long as they can support the implementation of MGMP. Speakers can be from Pasda or Pasprov, alternating between teachers from each madrasah, lecturers or from the training center. The implementation of MGMP was facilitated by Wakur, the Ministry of Religion and Pendma. BIMTEK at MAN 2 Kediri is carried out when there is socialization of new things. The BIMTEK implementation schedule is as needed. The implementation of work meetings at MAN 2 Kediri is carried out towards the beginning of the new school year, or flexible depending on the needs of the program that will be delivered to all educators. The working meeting was held in the hall. Those involved in the work meeting are functionaries and according to the needs of the purpose of the work meeting.

Evaluation of teacher resource management at MAN 2 Kediri uses the PKG (Teacher Performance Assessment) format. In the PKG format, there is a self-identity that is assessed and also an assessor, the competencies that are assessed include pedagogic, personality, social and also professional competencies. Then in PKG there is the acquisition of credit scores, teacher performance assessments as well as reports and evaluations.

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