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Human Resource Management in Islamic Junior High School of Insan Qurani

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Abstract: The purpose of this research was to find out human resource management, especially of the teachers in the Insan Qurani Islamic Private Junior High School. It consists of planning systems, recruitment systems, evaluation systems, training and development system. A descriptive method with a qualitative approach was used in this research. The data were collected through interviews, observation, and documentation. The principal and the teachers were the subjects of this research. The results of the research indicate that: (1) planning had been formed by analyzing the volume of the workload and then determining the number of teachers needed, (2) recruitment was done by understanding the needs, selecting the applicants, interviewing them, and making a decision, (3) a well-planned evaluation was carried out regularly through an identification of the documents related to the performance of the teachers, an examination of the completeness of the learning tools, and a direct observation of the teaching and learning process in each classroom, (4) training and development was planned regularly through workshops, training programs, seminars, and other activities related to education.

Keywords: management, human resource, junior high school

Abstrak: *Tujuan dari penelitian ini adalah untuk mengetahui manajemen sumber daya manusia khususnya guru di SMP Islam Swasta Insan Qurani. Ini terdiri dari sistem perencanaan, sistem rekrutmen, sistem evaluasi, sistem pelatihan dan pengembangan. Metode deskriptif dengan pendekatan kualitatif digunakan dalam penelitian ini. Pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi. Kepala sekolah dan guru menjadi subjek penelitian ini. Hasil penelitian menunjukkan bahwa: (1) perencanaan dibentuk dengan menganalisis volume beban kerja kemudian menentukan jumlah guru yang dibutuhkan, (2) rekrutmen dilakukan dengan memahami kebutuhan, menyeleksi pelamar, mewawancarai, dan pengambilan keputusan, (3) evaluasi yang terencana dilakukan secara berkala melalui identifikasi dokumen yang berkaitan dengan kinerja guru, pemeriksaan kelengkapan perangkat pembelajaran, dan pengamatan langsung terhadap proses belajar mengajar. di setiap kelas, (4) pelatihan dan pengembangan direncanakan secara berkala melalui lokakarya, program pelatihan, seminar, dan kegiatan lain yang berkaitan dengan pendidikan.*

Kata kunci: *menejemen, sumber daya manusia, sekolah menengah pertama.*

■ INTRODUCTION

Development of human resources is the ideals of the nation. Human resources are the basic capital in development. Besides, human resources are also the key to success in organizing and accelerating the achievement of national development goals. Therefore, the development of human resources needs to be directed at three things:

The potential, initiative and creative ability of every citizen is fully developed without harming the public interest.

The development of people's welfare must always pay attention that every citizen has the right to live a decent and prosperous life and is obliged to realize the prosperity of the community.

Utilization, development and mastery of science and technology in development implementation must be able to improve welfare and added value to the community.

The quality of human resources is very important, both as a driving force or agents of development as well as national development goals and objectives. Human resources as the core of development are one of the factors that determine the success of the development as well as the output or that wants to be generated from the national development process.

Discussing human resources, it can be seen from two aspects, namely quantity and quality, with good quality and quantity, education will also have a high value. Human resource development is an important work that requires a relatively long time and must be done through a process with education system quality. The low education quality in Indonesia at every type and level of education, both in terms of process and results. This can be seen from the graduate students result who are still difficult to compete in the scientific competence arena and job opportunities because of the low technical and moral abilities of national education institutions graduation.

If the Indonesian people want to take part in the global arena, the strategic step that must be taken is to organize human resources, both in terms of intellectuality, emotional, spiritual, creativity, moral, and responsibility. Therefore, the role of education is considered the most important, because it is through education that we can master science. In this case, the human resources of teaching staff become the most important point to solve the problems faced in education.

In the education world, educators occupy the highest position in delivering and developing the character to students in learning in the classroom. Educators are the important factor in determining the quality of education, and the learning process will run well if supported by educators who have good competence and performance. To carry out the duties and responsibilities of educational institution that are getting tougher, and the creation of educational process, it is very necessary for educators who are able to educate in the learning process. So, every educator should have professional teacher competency in any level of education.

Human resources management, especially for educators is needed because educators are the spearhead of education to reach the maximum level, it's also need to be planned and sustainable so that development can run well. The function of the educator is very important, good management also needed to manage the resources of educators to increase the quality of education in the school.

Based on these reasons the author wants to get information and findings the human resource management, especially teaching staff

management that related to the planning, recruitment, evaluation, and training and development system of educators in the Insan Qurani Islamic Private Junior High School.

■ THEORETICAL FRAMEWORK

Human resource management

Human resource management is a science or how to regulate the relationship and the role of resources (labour) owned by individuals efficiently and effectively and can be used optimally so that goals are shared with the company, employees and society to the maximum (Huselid, 2018; García-Lillo, Úbeda-García, & Marco-Lajara, 2017; Ones, Viswesvaran, & Schmidt, 2017). Human resource management is based on a concept that every employee is a human being not a machine and not merely a business resource. Human resource management is a series of organizational activities directed at attracting, developing, and maintaining an effective workforce (Armstrong & Taylor, 2020; Kianto, Sáenz, & Aramburu, 2017; Wang et.al., 2017).

Human resource management is part of management science that focuses its attention on regulating the role of human resources in the activities of an organization. Practice of human resource management is related to all aspects of how people work and managed in organizations. These include activities such as human resource strategies, human resource management, institutional social responsibility, knowledge management, organizational development, sources of human resources (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee welfare, health and safety, and the provision of employee services (Brewster, Mayrhofer, & Farndale, 2018; Bratton & Gold, 2017; DeCenzo, Robbins, & Verhulst, 2016). Human resource management includes several main activities, including:

Human resource planning

Human resource planning is a process of anticipating and making provisions (requirements) to regulate the employees into, inside, and outside the organization. Human resource planning can be described as a process that seeks to ensure the right number and type of employee will be available in the right place at the right time for the future, able to do these things that are needed so that the organization can continue to achieve its goals (Berk, et.al., 2019; Pamela, Umoh, & Worlu, 2017; Baron, 2016).

Planning is also a process for setting the goals of an institution or organization, determining what will be achieved over the next period and determining what actions are taken to achieve that goal. There are at least 3 things that must be used as reasons why planning is very necessary. The three reasons are: first, this plan will provide clear direction about organizational goals so that it will get success, secondly, planning makes management feel that they control their destiny, so planning helps management fulfil its work better in tackling technology changes, social, politics, and environment, the third, planning requires management or leadership to determine organizational goals. Human resource planning related to labour demand and supply and arising problems from this reconciliation process factor. Each system is based on demand and supply analysis, and plans and decisions that are followed by depth analysis (Korir, 2018; Pérez-Conesa, Romeo, & Yepes-Baldó, 2017; Baum, 2016; Hughes, 2016).

Human resource recruitment

Recruitment is an activity to obtain several workers from various sources accordance with the required qualifications, so that they can carry out the organization's mission to realize its vision and purpose. Recruitment is essentially a process

of determining and attracting applicants, who can work in a company. Recruitment is the process of attracting as many qualifications as possible for vacancies available and not anticipated. This is a talent search, the best group pursuit of applicants for available positions. Recruitment is the process of attracting qualified candidates to apply for vacant positions in an organization.

Based on several definitions that have been described about recruitment, it can be concluded that what is meant by recruitment is a system and process created to get qualified employees according to the organization needs.

Human resources evaluation

The term evaluation is the process of determining the extent to which organizational goals can be achieved. Evaluation as activities to gather information about the workings of something, which is used to determine the right alternative in making a decision. The main function of evaluation, in this case, is to provide useful information for decision-makers to determine policies that will be taken based on evaluations that have been made. Performance evaluation is an assessment process, collects performance information and is formally documented and then compares it with performance standards periodically to assist human resource management decision making (Hanushek, 2020; Wagner et.al., 2018; Wang et.al., 2018; Qu et.al, 2017).

From the definition of the experts above, it can be concluded that evaluation is an activity carried out by the manager in order to identify, measure and determine whether the contribution and performance performed by an employee including the teacher or educator's success or failure by using work standards as tools or benchmarks.

Human resource training and development

Training and development are two different activities, although between the two there is a close relationship. Training as a short-term process by using systematic and organized procedures, so that operational employees learn knowledge of working techniques and expertise for specific purposes. While development is a long-term educational process using a systematic and organized procedure, where managers learn conceptual and theoretical knowledge for general purposes.

Human resource development can be understood as the preparation of individual employees to assume different or higher responsibilities within the organization. Development is usually associated with an increase in intellectual or emotional abilities needed to do a better job. Human resource development refers to the interests of staff and personnel within the organization. The development of human resources rests on the fact that employees need knowledge, expertise and developing abilities so that they can work well. Human resource development can be realized through career development, education, and training.

■ METHODS

This study uses a descriptive method with a qualitative approach. Qualitative data is data in the form of words, sentences, gestures, facial expressions, charts, and photographic image. The research was done at the Insan Qurani Islamic Private Junior High School. Research was conducted within three months, starting from April until July 2019. The subjects in this research were the principle and several teachers.

The instrument used to collect data in this research were interview guidelines, observation guidelines, and documentation studies, by asking questions that have been formulated according to the research question. In qualitative research

data collection can be done through settings from various sources, and various ways. Data collection techniques used in this research is through observation, interview, and documentation studies. Data analysis begins with efforts to find meaning that begins with data collection, then data reduction, data presentation and conclusion (data verification).

■ **RESULTS AND DISCUSSION**

Human resource planning system

The essence of management is planning because planning will reduce uncertainty in the future. Human resource planning is the beginning of the human resource management function implementation, by doing this planning all human resources functions can be carried out effectively and efficiently. For effective and efficient planning several approaches are requires, namely the social needs approach, the employment approach, the cost efficiency approach, and the systems approach. By doing good planning, it will enable policymaking to use existing resources to achieve organizational goals effectively and efficiently. Human resource management also involves the design and planning implementation system, employee preparation, employee development, career management, performance evaluation, employee compensation and good labour relations.

From the opinions above, it can be concluded that human resource planning is very important to do because planning will always inspire various activities that follow other human resources such as planning, recruitment, evaluation, training and development, and others.

Usually, in the business world, human resource planning is managed by one division or its department which is commonly known as the human resources department. While in educational institutions, especially in school, human resource planning is usually carried out

directly by the principle who is assisted by several people who have been appointed.

Human resource planning in Insan Qurani Islamic Private Junior High School so far has been done first by the principle with the team that has been formed to analyze the volume and workload and then determine how many personnel are needed to fill various positions with various considerations. Workload analysis is the activity of collecting and compiling information relating to the tasks, types of work and responsibilities of each position or job to realize the organization goals both now and in the future. The workload analysis that has been carried out so far at Insan Qurani Islamic Private Junior High School includes making a draft of human resource needs compiled by principle and the team that was formed, then discussing in the internal meetings and conveying these human resource needs to the foundation

Based on the results of the study, human resource planning in Insan Qurani Islamic Private Junior High School is the principal responsibility and assisted by several designated teachers. Planning is done by analyzing the volume and workload and then determining how many personnel are needed.

Human resource recruitment system

Recruitment is also often called the withdrawal of labour. The withdrawal of labour is the process of finding qualified prospective employees based on the number and type needed. Teachers recruitment, employees or new employees' recruitment for an organization has always been a challenge for the organization. This activity is a continuation of human resource planning, usually, the human resource needs are known certainty after planning analysis. But sometimes not a few organizations are faced with a sudden demand to fill the vacancy quickly and precisely because of conditions outside the planning, for example, when at one time in the

middle of the semester the non-permanent teachers resign for the reasons that can be accepted or appointed as civil servants and placed in other schools it must be immediately filled in the vacancy. And whatever the reason for the vacuum in an organization, the vacancy must be filled and resolved immediately.

Human resources recruitment includes 3 things at once, namely: withdrawal, selection and placement. Recruitment is the process of finding potential workers to fill job vacancies in an organization or agency. Although management experts have explained a lot of the series of activities carried out in open selection, coherent and profound manner, the practice in the field of this selection procedure is very varied depending on institutional policies, in this case, the school, adjusting job specifications and ability level expected.

Related to the teacher's recruitment, based on the findings in the field it can be concluded that recruitment is carried out directly by the Insan Qurani Islamic Private Junior High School which includes several stages, namely: seeing the formation needed, delivering announcements, calling, interviewing, and receiving.

What was done at Insan Qurani Islamic Private Junior High School in the recruitment of teachers was almost the same as what Hadari Nawawi conveyed about the steps that must be taken in teachers selection consisting of 8 main steps, namely: call and early interview the initial candidates who passed the recruitment, implementation of various types of tests, re-examining references and applicant files that pass the tests, interviews and screening loyalty to the state, health checks, final interviews by the leaders of work units, appointed prospective employees, and permanent employees.

And what is done by the Insan Qurani Islamic Private Junior High School in interviews conducted by the leadership in this case the principle who is assisted by a team that has been

formed. This is considered important because it determines the acceptability and non-acceptance of prospective educators, considering that educators are a role model in everyday life, both within the school, home and community.

Human resource evaluation system

Evaluation as a process of gathering information about the evaluation object and evaluating the evaluation object by comparing it with the evaluation standard. The human resource evaluation system, better known as assessment performance, is a measuring activity or evaluating how the teaching staff performance is successful or failed in carrying out their duties/jobs using work standards that have been determined as benchmarks.

Evaluation activities are always preceded by measurement activities, namely the process of determining numbers according to certain rules, then proceed with the assessment and end with evaluation. In the implementation of the educator's evaluation, a standard is needed to assess the level of success or failure of an educator in carrying out his role. The standard contains work benchmarks and criteria that describe the best work implementation desired by an organization, in this case, the school.

Based on the results of the author research at Insan Qurani Islamic Private Junior High School, human resource management related to the teaching staff performance evaluation has been carried out well, planned, and routinely by the internal team of the school. This evaluation is carried out through examination of documents or physical evidence relating to the educator's performance, examination of the educator's administrative completeness to teach, also carried out through direct observation of the educator's performance when teaching in the class.

Evaluation is also carried out by making a benchmark in evaluating the educator staff

performance is and other several supporting things such as attitudes, discipline and exemplary. The main task and function contain a description of the minimum tasks that must be performed by educators.

From the main task and function can be described in several tasks or activities that must be carried out, namely: Planning learning or mentoring, and carry out learning or mentoring conducted through intraarticular, co-curricular and extracurricular activities. Assessing the results of learning or mentoring. Guiding and training students.Carry out additional tasks attached to the main activities' implementation according the teacher's workload.

In an organization, the performance evaluation is usually carried out by the supervisor or department in charge. Likewise, in the Insan Qurani Islamic Private Junior High School, the evaluation/teaching staff performance is carried out by the principle who is assisted by the assessment team formed.

Human resource training and development system

Training is an effort to change behaviour and provide skills that are suitable for work to adapt rapid technological developments. Through training workers can learn attitudes, abilities and skills, knowledge and specific behaviours related to the work. training usually focuses on providing professionals to workers and helping them to correct their performance weaknesses. In other words, training is an activity aimed to maintaining and improving work performance at present, while development is intended to improve work performance in the future. Teacher development is intended to stimulate, maintain, and improve quality in solving problems [18].

The forms of training programs that have been carried out in Insan Qurani Islamic Private Junior High School are as follows:

The school hold their upgrading by hiring professional tutors and can meet the needs of the school. The school collaborate with other school through principle working groups who need upgrading as an effort to increase the competence of their teaching staff. The school send educators to attend the upgrading carried out by other school, or the departmental institution in charge.

Based on the results of the study show that in terms of conducting human resource management related to training and development of teaching staff, the Insan Qurani Islamic Private Junior High School has been able to carry out it well even though it is done through self-training conducted by the school, holding trainers that can improve the ability and quality of teaching and learning of educators by collaborating with other school and through teacher delivery programs to attend workshops for learning, training, seminars, and workshops related to the field of Education.

■ CONCLUSIONS

Based on theoretical review, research findings and existing discussions, it can be concluded that the human resources management at Insan Qurani Islamic Private Junior High School has been done well. This can be seen from: Human resource planning is carried out by analyzing the entire workload that must be done, and then determine how many educators are needed to fill the vacancy.

In an effort to withdraw human resource, selection, and acceptance of prospective educators is based on determining the needs, then selecting applicants' files, interviews, and professional decision making. Teaching staff evaluation has been carried out routinely and planned through examining documents relating to the educator's performance, checking the educators learning tools completeness, and observing the teaching and learning process

in class. The attitude, discipline and exemplary also become benchmarks in evaluation.

Training and development of human resources for educators have been programmed and routinely carried out annually both by internal school and by collaborating with other school or through teacher delivery programs to attend learning workshops, training, seminars and workshops related with education.

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