

THE ROLE OF THE PRINCIPAL IN HUMAN RESOURCE MANAGEMENT IN MI MUHAMMADIYAH PK SINDON 1

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ABSTRAK

Penelitian ini bertujuan untuk mengetahui peran kepala sekolah sebagai pemimpin dalam lembaga pendidikan dalam manajemen sumber daya manusia yang ada di MI Muhammadiyah PK Sindon 1. Metode yang digunakan dalam penelitian ini yaitu menggunakan metode penelitian kualitatif deskriptif dengan menggunakan teknik pengumpulan data dengan cara observasi dan wawancara langsung dengan kepala sekolah beserta guru disekolah tersebut. Hasil dari penelitian yang dilakukan di MI Muhammadiyah PK Sindon 1 menunjukkan bahwa kepala sekolah dalam pelaksanaan manajemen sumber daya manusia berperan aktif dan bertanggung jawab sepenuhnya atas pengimplementasian manajemen sumber daya manusia. Kepala sekolah selalu berusaha untuk meningkatkan kualitas sekolah agar tujuan dan cita-cita sekolah dapat tercapai. Kepala sekolah menggunakan kompensasi atau bonus sebagai salah satu cara untuk meningkatkan kinerja guru disekolah tersebut karena dengan meningkatnya kinerja guru maka diharapkan tujuan dan fungsi dari manajemen sumber daya manusia disekolah juga semakin meningkat. Dengan adanya penelitian ini diharapkan dapat memberikan informasi kepada banyak orang khususnya kepada para pemangku kebijakan atau kepala sekolah dalam meningkatkan sekaligus memajukan lembaga pendidikan.

Kata Kunci: Manajemen sumber daya manusia, Peran kepala sekolah

ABSTRACT

This study aims to determine the role of school principals as leaders in educational institutions in human resource management in MI Muhammadiyah PK Sindon 1. The method used in this study is a descriptive qualitative research method using data collection techniques, observation, and direct interviews with the principal and teachers at the school. Results from research conducted at MI Muhammadiyah PK Sindon 1, shows that school principals play an active role in implementing human resource management and are fully responsible for it. The principal always strives to improve the quality of the school so that the school's goals and ideals can be achieved. School principals use compensation or bonuses as a way to improve teacher performance in the school because, with the increase in teacher performance, it is hoped that the goals and functions of human resource management in schools will also increase. With this research, it is hoped that it can provide information to many people, especially policymakers or school principals in improving and advancing educational institutions.

Keywords: Human resource management, Role of school principal

INTRODUCTION

A school is a form of educational organization where the organization has a formal nature. In it, there is an interaction between educators, education staff, and students to achieve a goal that has been set. In addition to interacting, each component in the school also collaborates to realize the desired goals. Education plays a role in being able to form quality human resources for the progress of the country. Moreover the education process is carried out based on training and plans that have been prepared in advance. Education can be understood as maintenance,

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experimentation, and teaching, even though education is held in schools. For this reason, for the education process in schools to run well, teaching staff who have high quality and loyalty are needed for the progress and welfare of the school. If the quality of work of education personnel in high schools is good, the school will be able to compete with the changing times and be able to achieve the school's vision and mission well.

To get quality human resources or educators, human resource management must be carried out properly and correctly. The recruitment and selection process as well as the training and development of education personnel must also be considered and arranged as much as possible. Not only that, satisfaction, performance, and culture in the organization also affect the quality of human resources in it. Therefore, the implementation of good and quality human resource management will affect the progress of an organization or institution.

According to Mahis and Jackson, human resource management is a formal system plan created by a company to ensure that human talent is used effectively and efficiently to achieve organizational goals (Metris et al., 2024). In the implementation of human resource management, the principal has a role and responsibility in it. How the principal leads and manages human resources in the school is the key to the progress and development of an institution. The principal is responsible for supervising and directing activities in human resource management while teachers and students are informants of the implementation of human resource management in schools.

In its implementation, human resource management in MI Muhammadiyah PK Sindon 1 has obstacles in managing its human resources, namely the lack of self-awareness of the teachers in the school, the principal advances the development of the school but the lack of support from the teachers in the school. Not only about the awareness and performance of a teacher, there are other factors that can affect the implementation of human resource management in MI Muhammadiyah PK Sindon 1. Therefore, this article will review how the principal of Mi Muhammadiyah PK Sindon 1 carries out human resource management activities.

METHOD

The type of research used in this study is descriptive qualitative research. The descriptive qualitative research method is a research method that describes a phenomenon or event in depth, both natural phenomena and man-made phenomena where the phenomenon is in the form of activities, characters, or relationships between one phenomenon and another phenomenon (Rusandi & Muhammad Rusli, 2021).

In data collection, the author used observation data collection techniques and direct interviews with teachers and principals at MI Muhammadiyah PK Sindon 1, Ngemplak District, Boyolali Regency. The main purpose of this study is to find out how the role of the principal as a leader in organizing and managing the resources in it to collaborate together to achieve the goals that have been determined.

RESULTS AND DISCUSSION

A. Human Resource Management

Human resource management is management in an organization that is the center of the organization. Human resource management must be managed by an organization properly because human resource management is the driving force as well as the manager of all things related to the organization. Human resource management is the withdrawal, selection, and development of human resources to achieve the goals of both individual goals and the goals of an organization (Handoko, 2003). Human resource management is managing an individual to carry out planning, implementation, recruitment, training, and

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development to achieve goals in an organization (Saefullah. Encep et al., 2021). From some of the opinions above, it can be concluded that human resource management is the process of managing the potential that exists in individuals in an organization to achieve the goals of the organization.

There are several goals in human resource management (Husaini, 2017), namely operational goals, functional goals, social goals, and personal goals. Operational objectives are aimed at recognizing the existence of human resource management to contribute to the achievement of the effectiveness of an organization. Functional objectives are used to maintain the contributions made by the department according to the needs of the organization. Social goals are used as a response to the needs and challenges that exist in society while personal goals are used to help employees achieve their goals.

According to Flippo in the human resource management book, it is explained that there are two functions of human resource management, namely the managerial function and the operational function. Managerial functions in human resource management include planning, organizing, directing, and supervising. Meanwhile, operational functions include procurement, development, compensation, integration, maintenance, and termination of employment (Seto et al., 2022). The human resource management function can assist an organization or agency in achieving organizational goals.

B. Components of Human Resource Management

In the journal (Fabiani Sofie & Sisca Eka Fitria, 2018) there are several indicators or elements in human resource management. This element is contained in the management function itself. The elements of human resource management include human resource planning, human resource procurement, development, performance management, compensation and reward management, labor relationship management, and change management. Planning in human resource management can be interpreted as an analysis of human resource needs in an organization. Human resource planning is carried out to ensure that an organization has the quantity, type, and quality of human resources needed to encourage the achievement of goals in the organization (Sugiarti, 2023).

Based on interview data conducted at MI Muhammadiyah PK Sindon 1, it was explained that the needs of teachers and students were paid attention to by the head of the madrasah to improve the performance of teachers. If teacher performance improves, it is hoped that student achievement can increase. MI Muhammadiyah PK Sindon 1 is an educational institution established under the auspices of the Ministry of Religion and Foundations Muhammadiyah.

Therefore, in the implementation of management, Islamic culture and curriculum are the most prioritized. In terms of human resource planning, MI Muhammadiyah PK Sindon 1 offers the community the advantages of the special program (PK) at the school. The school makes PK an attraction for the community to enter and join MI Muhammadiyah PK Sindon 1. With the holding of PK (Special Program) in schools, it is hoped that the number of students will increase and the quality of the school will also increase.

Next is the element of teacher performance management. In teacher performance management, several indicators can be used to assess how far the performance of each teacher is. In the journal (Susanto, 2013) it is explained that according to Mitchell and Larson, the area of a person's work assessment indicators is assessed from the quality of work, the timeliness of completing work, the initiative in completing work, the ability to complete work and the ability to communicate or do teamwork. In determining the high and low performance of a teacher, standards or measures are needed to assess how high and low a person's performance level is.

According to the data obtained by the author, MI Muhammadiyah PK Sindon 1 uses a certain method to measure the performance of the education staff in the school. The teacher's performance can be said to be good if the teacher performs his duties and responsibilities. When a teacher performs his duties and responsibilities well and can respond well to changes, it can be said that the teacher's performance is high. Certain factors can affect teacher performance, one of which is compensation or bonuses. The principal of MI Muhammadiyah PK Sindon 1 said that the performance of MI teachers is greatly influenced by compensation or bonuses. There was an increase in teacher performance after the additional bonus. Before the principal issued a policy of adding bonuses or rewards to teachers, the morale of teachers in schools dropped, however, the bonus policy for teachers with certain conditions gave teachers a new spirit. The school provides rewards or bonuses to teachers who are willing to do daily pickets. By implementing this policy, the head of the school hopes that the performance and enthusiasm of teachers will be higher and can make it easier for the school to achieve the desired goals or progress.

C. The Role of the Principal in Human Resource Management

In the implementation of human resource management, it is inseparable from the role of the principal in it. The principal is one of the important parts of an educational institution where without the principal other parts of an educational institution cannot run optimally. The principal is a leader who has the responsibility to achieve educational goals by mobilizing the components under him to achieve the goals that have been set. This success can be achieved if all structural elements or the workforce are serious and have a high work ethic to achieve educational goals. Therefore, the principal must establish a good relationship with his subordinates. As explained by Widarta, the role of the principal in carrying out his daily duties includes being a manager, a driver of community relations, a leader, and a supervisor (Munawwarah et al., 2024).

The success of an organization, both as a whole and various groups in a particular organization, depends greatly on the quality of leadership contained in the organization concerned. The quality of leadership in various organizations is seen in the ability to lead officials in the organization to 1) Fully understand the various factors that are strengths for the organization, 2) Accurately recognize the various forms of weaknesses that exist in the organization, 3) Take advantage of various opportunities that may arise, 4) Eliminate various forms of threats that can be obstacles to the success of the organization in achieving its goals and objectives, 5) Have a proactive nature that anticipates changes that are always inevitable, both due to internal factors and due to the demands of scientific and technological developments, 6) Encourage subordinates to work with a level of efficiency, effectiveness, and productivity that encourages business success, 7) Create ways and work climates that support the insight of togetherness in efforts to achieve goals (Abrori & Muali, 2020).

Human resource management (HR) is the potential in humans that allows them to play the role of adaptive social beings and transformation is being able to manage oneself and all the potential that exists in it. The terms human resource management and manpower management are often used interchangeably, but there is a difference between the two. Manpower management emphasizes more on managing practical aspects of the workforce, such as recruitment, training, and employee placement. Meanwhile, human resource management includes broader aspects such as organizational development, culture, and strategy (Munawwarah et al., 2024). The principal's strategy in human resource management at MI Muhammadiyah PK Sindon 1 is inseparable from managerial activities.

As a manager, the principal must be able to plan a goal to achieve the desired goal effectively and efficiently. The role of the principal in human resource management at MI Muhammadiyah PK Sindon 1 by try to make all managerial processes in management run smoothly and optimally, starting from planning which is carried out 1 year before the new learning, then organizing, implementing, supervising, and evaluating. The evaluation was carried out to assess the teacher's performance in the learning process. In this school, evaluations are carried out every weekend, evaluations are carried out using teacher performance assessment data from the results of supervision. In certain activities, evaluation is also strongly emphasized by the principal as an effort to improve. The ability of the principal to create strong abilities with enthusiasm and confidence in subordinates in carrying out their duties, as well as providing guidance and direction to subordinates, providing encouragement, spurring and standing in front for progress, and providing inspiration to achieve goals (Mushtofa et al., 2022).

Obstacles are an inseparable part of the management process. Often obstacles become a problem that must be solved by a leader, in this case, of course, the school principal. As a leader, a school principal must face many challenges in this regard. The data shows that there are several problems in the human resource management process. The principal of MI Muhammadiyah PK Sindon 1 said that there was a problem with the initial selection process for educators because there were no special requirements such as S1 graduates to become teachers. However, they have been working with the teachers' committee to improve the selection process in the future. Clear expertise competency requirements will be a top priority. Because this is in line with efforts to improve the education system.

In placement, teachers have been placed in their respective duties according to their competencies. The principal of MI Muhammadiyah PK Sindon 1 has carried out proper human resource management so that there will be no problems or inequality just because of the placement of fields that are not competence. MI Muhammadiyah PK Sindon 1 has quality Human Resources (HR), where teachers participate in all forms of competency development and training activities that are routinely carried out. This shows that the principal of MI Muhammadiyah PK Sindon 1 is trying to improve Human Resources (HR).

Regarding welfare or compensation, the principal has also provided policies with the hope that the performance of teachers in schools can increase. In fact, after the implementation of this policy, the performance and enthusiasm of teachers are increasingly leveled, as evidenced by the activeness support, and contribution from teachers to the school to continue to improve the quality of the school. In every activity, the principal of MI Muhammadiyah PK Sindon 1 always strives to manage and improve Human Resources inside. The principal has a big role in making every decision to be a step to improve the quality of MI Muhammadiyah PK Sindon 1.

CONCLUSION

The role of the principal is one of the important parts of an educational institution. The principal is a leader who has the responsibility to achieve educational goals by mobilizing the components under him to achieve the goals that have been set. As a manager, the principal must be able to plan a goal to achieve the desired goal effectively and efficiently.

The role of the principal of MI Muhammadiyah PK Sindon 1 to improve human resource management in schools is by improving quality, and performance and evaluating programs that have been running. By conducting an evaluation, it is hoped that it can improve and make it easier in future implementation. The principal also always supervises and understands human resources in the school. Obstacles that exist in the implementation of human resource

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management in schools are discussed together teachers and school committees. This is so that there are no misunderstandings in the institution that cause problems in the institution. The principal always strives to improve human resources so that the school's goals can be achieved and the quality of education can be improved.

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