



## Human Resources Management in Improving Teacher Performance at Darussolihin Nahdlatul Wathan Kalijaga High School

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**Abstract:** This research focuses on 3 aspects, namely; (1) human resource management program; (2) the level of teacher performance, and (3) the impact of implementing human resource management in improving teacher performance. This study uses a qualitative method. Data collection techniques were carried out through observation, interviews, and documentation involving the school principal, head of curriculum, and teachers at the school. The data analysis techniques used are data reduction, data presentation, and conclusion. The research results show that planning, organizing, directing, and supervising can be said to be quite good. First, planning by conducting a needs analysis and providing understanding regarding the K13 curriculum and learning tools that must be prepared by teachers. Second, organizing by placing and dividing tasks according to abilities and educational background. Third, direction is carried out by providing direction and guidance regarding the tasks and responsibilities given as well as providing motivation in the form of giving awards for teacher performance achievements. Fourth, supervision is carried out by the school principal through class visits and external supervisors. The implications of the research results suggest that the school provide training to the teacher council regarding learning media so that the process of communication and educational interaction between teachers and students can take place appropriately, try to increase the availability of facilities and infrastructure for the smooth and successful learning process, work together to improve each other. teacher performance, both from school principals, educational staff, and teaching staff, and it is hoped that everything that has been achieved can be improved.

**Key Words:** Human Resource Management, Teacher Performance

### Introduction

Human resources themselves are a central factor in an institution or organization. Whatever the form and purpose, organizations are created based on various visions for the benefit of humans and in the implementation of their mission are managed and managed by humans. Humans are resources that cannot be replaced. Humans are productive individuals and work as a driving force in all activities of an institution or organization in achieving predetermined goals. If you pay attention, there are many resources involved in an organization or educational institution, including: people, facilities and infrastructure, costs, technology, and information. However, the most important resource in education is human resources. When viewed micro or within the scope of an institution, humans are the most important resource in the organization's efforts to achieve success. It is these human resources that will support the organization with various works, talents, creativity, and encouragement. No matter how perfect the technological and economic aspects are without the human aspect, it will be difficult for organizational goals to be achieved.

Here human resource management (HRM) is needed to ensure that the organization has the right human resources to occupy various positions, functions, jobs as needed. So an educational organization or school in order to achieve organizational goals needs to implement good human resource management. Human resource management is a very strategic area of management in successfully achieving organizational goals. Human resource management is the process of empowering or maximizing organizational members so as to achieve the



organization's goals effectively and efficiently. The implementation of human resource management aims to produce qualified human resources, in this case teachers, who are in line with the needs and expectations of the school. Because teachers are the spearhead who will drive educational activities. They will also be instrumental in mobilizing other educational resources. Professional human resource management in educational institutions is a must that must always be improved.

HR management is also very necessary to increase effectiveness and maintain positive energy and enthusiasm of teachers to carry out their duties so that their performance is valued well and even able to have an extraordinary impact in the world of education. Teacher performance will be good, if the teacher has carried out the elements consisting of loyalty and commitment to the duties and responsibilities assigned to him. Darussholihin Nahdlatul Wathan Kalijaga High School is one of the madrasahs under the auspices of the Darussolihin Foundation and is also a school registered and recognized by the government in the National Education System. Referring to the results of preliminary observations, where researchers found problems related to human resources (teachers), researchers saw that Darussholihin Nahdlatul Wathan Kalijaga High School still lacked educators (teachers), the use of learning media was lacking. Furthermore, there are still teachers who teach not in accordance with the competence of their majors, this should really be considered in choosing prospective teachers who will teach at Darussholihin Nahdlatul Wathan Kalijaga High School. This is very ironic considering that teachers are one of the most important parts of an institution whose presence greatly helps achieve the development of madrasah goals.

Based on the above background, researchers are interested in conducting research with the title "Human Resource Management in Improving Teacher Performance at Darussholihin Nahdlatul Wathan Kalijaga High School". Here human resource management (HRM) is needed to ensure that in the organization there are the right human resources to occupy various positions, functions, jobs as needed. So an educational organization or school in order to achieve organizational goals needs to implement good human resource management. Human resource management is a very strategic area of management in successfully achieving organizational goals. Human resource management is the process of empowering or maximizing organizational members so as to achieve the organization's goals effectively and efficiently. The implementation of human resource management aims to produce qualified human resources, in this case teachers, who are in line with the needs and expectations of the school. Because teachers are the spearhead who will drive educational activities. They will also be instrumental in mobilizing other educational resources. Professional human resource management in educational institutions is a must that must always be improved.

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## **Methods**

In this section, the research approach taken according to Moleong (2012: 5) is qualitative research, namely: Research that intends to understand the phenomenon of what is experienced by the research subject such as behavior, perception, motivation, action, etc., holistically, and by means of description in the form of words and language, in a special natural context and by utilizing various natural methods. The type of research is descriptive research, which is research that is directed at providing symptoms, facts, or events systematically and accurately, regarding the properties of certain populations or areas (Sugiyono, 2015: 7). So, researchers can conclude that descriptive research is a study to make a description, a systematic description of the facts that occur in the field. In this case, the researcher tries to describe, describe, and describe Human Resource Management in Improving Teacher Performance at Darussholihin Nahdatul Wathon Kalijaga High School.

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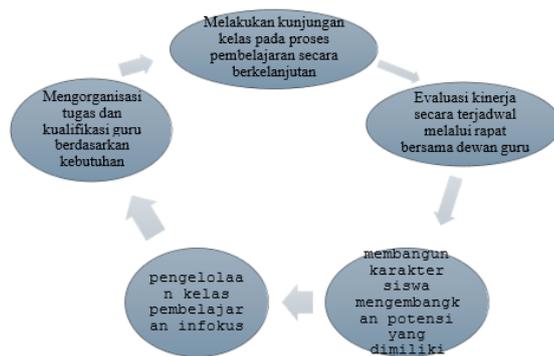
Data collection techniques used structured interview techniques, observation and documentation to collect main and supporting data that have relevance to the object of research. The data analysis technique uses an interactive model Miles at all, 2014; Hariawan, 2019). It starts from the data collection stage, data condensation, data presentation, then the last stage is drawing conclusions. To ensure that the data that has been obtained is valid or not, researchers use data validity checking of source triangulation and technical triangulation.

## **Result and Discussion**

The level of teacher performance at Darussholihin Nahdatul Wathan Kalijaga High School is not optimal when referring to curriculum objectives, one of which is that teachers are able to master technology in supporting learning. This is inseparable from the factors that hinder this goal from being achieved effectively. Among them, teachers still have not mastered infocus learning media, and also lack of supporting learning infrastructure and equipment, so that it significantly affects teacher performance at school. The Head of School, Head of Curriculum, and Head of Administration of Darussholihin Nahdlatul Wathan Kalijaga High School said: So human resource management is a management system related to teacher empowerment. So, the teachers here are given an understanding according to their expertise or skills. Training is included in the school environment and is also included in activities outside the school, for example participating in training to improve the quality of teachers such as through zoom. So

this human resource management plays a very important role so that the quality and performance of teachers will improve.

It's related to human resources, so how we manage the planning, up to the stages of task distribution and supervision must be carried out. It has been arranged by the principal so that all tasks are conveyed to us. According to the father, human resource management is very important in improving teacher performance, because if we do not have a good concept or planning, performance will automatically not increase and may even stay in place or even decrease altogether. Based on the results of the research data analysis as described above, it can be concluded that the level of teacher performance at Darus-sholihin Nahdatul Wathan Kalijaga High School, as shown in the following diagram.



Gambar Kinerja Guru di SMA Darussholihin NW Kalijaga

From the picture above, teacher performance at Darussholihin Nahdatul Wathan Kalijaga High School can then be identified, namely:

- a. Able to organize teachers' tasks and qualifications based on needs.
- b. Conduct class visits to the learning process on an ongoing basis.
- c. Scheduled performance evaluation through meetings with the teachers' council.
- d. Building student character and developing potential.
- e. Class management and using infocus learning.

## Discussion

Based on the results of the formulation of research findings on “Human resource management in improving teacher performance at Darus- Sholihin NW High School”, this study will discuss according to the research findings in accordance with the research focus. Research Focus Teacher Performance Level at Darussholihin Nahdatul Wathan Kalijaga High School. The findings on the research of Teacher Performance Level at Darussholihin Nahdlatul Wathan Kalijaga High School found that:

### 1. Planning

- a. Holding scheduled coordination meetings with the teachers.
- b. Provide an understanding of the K13 curriculum
- c. Provide an understanding of learning tools
- d. Conducting teacher needs analysis
- e. Determine the design that will be achieved

Based on the results of the interviews, the researcher concluded that the planning carried out at Darussholihin NW Kalijaga High School has shown something good seen from the planning carried out in a joint meeting, analyzing the needs of teachers and providing understanding related to learning.



## 2. Organizing

- a. Placing according to their expertise
- b. Distribute tasks that are mastered

Based on the results of the interview, the researcher concluded that the organization carried out at Darussholihin NW Kalijaga High School has shown something good seen from the placement that is in accordance with their expertise and provides tasks according to their fields.

## 3. Directing

- a. Hold joint meetings
- b. Providing motivation
- c. Directing the teachers

Based on the results of the interview, the researcher concluded that the direction carried out at Darussholihin NW Kalijaga High School has shown something good seen from holding joint meetings, providing motivation, and directing teachers at school.

## 4. Controlling

- a. Conducting class visits
- b. Supervising in the learning process
- c. Monitoring or coaching from supervisors
- d. Bringing in supervisors to provide direction to teachers

Based on the results of the interviews, the researchers concluded that the supervision carried out at Darussholihin NW Kalijaga High School has shown something good as seen from the increasing performance of teachers in classroom management, mastery of material and good student interaction. Supervision is carried out with two supervision systems, namely class visit supervision carried out by the principal and supervisory coaching from outside.

## 5. Teachers Performance

- a. Teacher performance is good
- b. Mastering the material
- c. Managing the class
- d. Using infocus learning

## 6. Learning method

Conclusion Based on the results of the interview, the researcher concluded that the performance of teachers carried out at Darussholihin NW Kalijaga High School has shown something good as seen from the increasing performance of teachers both from classroom management, mastery of material and student interaction is well established.

## 7. Skill`s

- a. Teacher personality
- b. Mastering the material



Based on the results of the interview, the researcher concluded that the expertise possessed by teachers at Darussholihin NW Kalijaga High School has shown something good seen from the teacher's personality and mastering the tasks given by the principal.

#### 8. Responsibility

- a. Mastering teaching materials
- b. Coordinating students
- c. Observing students

Based on the results of the interview, the researcher concluded that the form of responsibility carried out at Darussholihin NW Kalijaga High School has shown something good seen from the performance of teachers who have mastered teaching materials, mastered the class, observed students, and coordinated students at school.

#### 9. Well-being

- a. Giving rewards
- b. Completing learning facilities
- c. Caring for others

The conclusion based on the results of the researcher's interview concluded that the welfare carried out at SMA Darussholihin NW Kalijaga has shown something good seen from the teachers at the school who have provided adequate facilities, given rewards, and cared for the school community. This is supported by the results of research by Ekawati (2018), that human resource management from the aspect of planning based on the scale of needs, organizing involving organizational administrators, improving teaching staff through training. Thus, human resource management in improving teacher performance at SMA Darussholihin NW Kalijaga is carried out through the stages of planning, organizing, directing and supervising. While in teacher performance through expertise, sense of responsibility, and sense of well-being.

### **Conclusion**

From the explanation that has been described above regarding Human Resource Management in Improving Teacher Performance at SMA Darussholihin Nahdatul Wathan Kalijaga which includes planning, organizing, directing, and supervision is good, namely: Program Planning conducts needs analysis, provides an understanding of the K13 curriculum and learning tools that must be prepared by teachers, Organizing by placing and dividing tasks according to abilities and educational backgrounds, Directing by providing direction and guidance to improve teacher understanding of the tasks given and providing motivation in the form of rewards or awards, Supervision is carried out by class visits by the principal and external supervisors to ensure that teachers carry out their duties and responsibilities according to their jobs.



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