



## Building Educational Quality Through Personnel Management: Case Study at MIN 3 Kebumen

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### ABSTRACT

This study aims to analyze personnel management to build the quality of education at MIN 3 Kebumen. This study uses a qualitative approach with a case study type. Data collection was obtained through observation, in-depth interviews, and documentation. Data were analyzed through data reduction, data presentation, verification, and concluding. Checking the validity of the data through credibility testing (internal validity) with extended observation, increased persistence and triangulation; transferability (external validity); dependability (reliability); and confirmability (objectivity). The quality of MIN 3 Kebumen has been built with personnel management as evidenced by the fulfillment of personnel management steps including planning, organizing, actuating, observing, procuring workers, developing, compensating, integrating, maintaining, and separating.

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## **INTRODUCTION**

The existence of a workforce is very important for the organization. In its development, the organization will face increasingly complex workforce problems (Ozkan-Ozen & Kazancoglu, 2022). Thus, human resource management must be carried out professionally. Human Resource Management is known as Personnel Management. Personnel Management is management that specializes in the field of personnel or staffing. Personnel management is the science and art of carrying out planning, organizing, and controlling so that the effectiveness and efficiency of personnel can be increased as much as possible (Nwogu, 2024). Personnel management is the planning, organizing, directing, and controlling of procurement, development, compensation, integration, maintenance, and termination of employees (Laiu & Voicu, 2021). The role of personnel management is quite large in contributing to the success or failure of the company.

Personnel management has an orientation towards efforts to improve school effectiveness to achieve predetermined goals. According to Lezotte (Seyfarth, 1991) that research on effective schools has six characteristics, namely: 1) professional staff have a clear understanding of the mission and goals of the school, 2) teachers believe that all students can master basic skills; they can prepare the learning needed to achieve these goals, 3) a principal always translates the school's mission to students and staff and builds communication between teachers and parents, 4) the development of all students is monitored continuously. 5) sufficient time is provided for learning, and 6) continuous parental support.

Educational institutions also need to pay attention to their personnel management to advance education. With the development of personnel management, it is hoped that teachers can take training courses, seminars, and workshops with the aim of: (1) increasing production quantity, (2) increasing production quality, (3) increasing employee achievement planning, (4) increasing work morale, (5) increasing income/welfare, (6) improving health and safety, (7) preventing aging and (8) developing humans (Suryaningsih, 2021). This training and education can indirectly improve the mental health and sense of security of education personnel because they feel they have the right knowledge and can practice it.

In previous research, good personnel management planning made the State Islamic Senior High School one of the best schools in Aceh (F. Rohman et al., 2022). This is evident from the many achievements made by its students in both academic and non-academic fields. Meanwhile, from the results of field research, there were cases of incompatibility between the educational background of teachers and placement, and there were still additional hours (Lindqvist et al., 2021). Both of these things are feared to result in oversupply (excess needs) and undersupply (lack of needs) of teaching hours. Less-than-ideal HR planning was also found in one of the Islamic boarding schools (Karoso et al., 2024). There is no standardization of the recruitment of prospective workers because the Islamic boarding school does not set sufficient and appropriate

qualifications. If prospective employees are ready and able to serve, then the boarding school opens its doors to anyone to help them become managers.

These facts prove the urgent need for personnel management in educational institutions. These efforts are made to improve the quality of the institution. The quality of education is a comprehensive description of the characteristics of educational services internally and externally (Kusnanto et al., 2023). The quality of education shows its ability to satisfy the expected or implied needs, including input, process, and output of education. In addition, the quality of education is the ability of the basic education system, both in terms of management and the education process (Pramana et al., 2021). The quality of education is directed effectively to increase added value and input factors to produce the highest possible output (Sagala, 2009). The quality of education must be pursued to achieve progress based on planned change.

About this, there are several indicators of quality education, including: (1) The final result of education is the final goal of education. These results are expected to enable graduates to meet the demands of society if they work or continue their studies at a higher educational institution; (2) The direct results of education include knowledge, attitudes, and skills; (3) The education process is an interaction between raw input, instrumental input, and the environment to achieve educational goals; (4) Instrumental input consists of educational goals, curriculum, facilities, and educational media, educational administration systems, teachers, delivery systems, evaluation, and guidance and counseling; and (5) Raw input and the environment also influence the quality of education (Nurdin, 2005).

The implementation of personnel management has been carried out by several schools or madrasahs. Madrasah Ibtidaiyah Negeri (MIN) 3 Kebumen is one of the madrasahs that pays great attention to its personnel management, from the smallest to the largest. The existence of MIN 3 Kebumen is an integral part that cannot be separated from the school program, especially in the field of *tahfidz*. If the potential of Islamic boarding schools is optimized, it will create an environment that is very helpful in achieving the vision, mission, and goals of the institution. Given the importance of personnel management and the facts that occur at MIN 3 Kebumen, this focus is interesting to study to provide an overview of the quality of MIN 3 Kebumen through personnel management.

## LITERATURE REVIEW

### *Personnel Management*

The definition of management comes from the Italian language, "*maneggiare*," which means to control. Management has the initial meaning of controlling horses. The word is influenced by the French language, "*manage*," which means horse ownership (Weir, 2024). The French language then adopted the word from English to become "*management*," which means the art of implementing and organizing. The arrangement is carried out through a process and is arranged based on the order of the management functions. So, management is a process to realize the desired goals.

Personnel management is the science and art of regulating the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees, and society (Berman et al., 2021). Personnel management is defined as a process of developing, implementing, and evaluating policies, procedures, methods, and programs related to individual employees in an organization. According to Ranupandojo & Husnan (2002), personnel management is the planning, compensation, development, interpretation, and maintenance of the workforce to help achieve the goals of an institution, individual, and society. Therefore, optimizing personnel management improves the quality of education. The quality and performance of a particular Islamic educational institution depend on the quality of the organization and personnel in managing and developing the resources available in the Islamic educational institution (Fajrussalam et al., 2019).

The main objective of personnel management is to build organizational stability, including improving the quality of teachers and staff in developing organizational goals, and maximizing the potential of all personnel. So, to realize school goals, there are several strategies in personnel management, namely recruitment and selection strategies, personnel planning strategies, training and development, performance appraisals, compensation strategies, and interpersonal relationship strategies. Unruh and Alexander (1970) saw that the work of personnel management in schools includes the role of staff, staff development, and staff positions. Specifically, Seyfarth (1991) explains the orientation of personnel management in schools, namely towards the procurement and improvement of teacher quality.

### *Quality of Education*

Education is a basic human need. A human being can learn everything they do not know through education. The role of teachers in the educational process cannot be ignored. Teachers, as one of the important actors in discipline, play an active role in implementing effective learning and education activities, as explained in the previous section. Teachers are responsible for meeting all the needs of their students. As a result, teachers must have the necessary skills and competencies to provide professional training to their students (Ibda et al., 2023).

The definition of education based on Law No. 20 of 2003 on National Education System contains the following content, "Education is a planned and conscious effort to help realize learning conditions and learning processes in such a way that students can develop their potential actively and have self-control, intelligence, skills in society, spiritual religious strength, personality and noble morals (Herawati et al., 2022). Ishikawa (2005) defines quality as follows. (a) quality and customer satisfaction are the same things and (b) quality is a broad concept that goes beyond just product quality to also include the quality of people, processes, and every other aspect of the organization. This means that quality has two dimensions, namely: (a) quality and customer satisfaction are the same thing, because if customers get quality goods or services, they will get satisfaction. (b) Quality is a broad concept that is not only product quality, but also the quality of people, work processes, and every aspect of the organization.

## **METHODOLOGY**

This research is a type of qualitative research. The method used is a case study (Yin, 2009). This research was conducted at Madrasah Ibtidaiyah Negeri 3 Kebumen with an address in Grogol Penatus Village, Petanahan District, Kebumen Regency, Central Java Province. This research involved Teachers, Business Staff, Student Guardians and stakeholders. This research uses several data collection tools, namely interviews, observations, and documentation (Pandey & Pandey, 2021). Data analysis in this study was carried out before entering the field, during the field, and after completion in the field. Data validity tests in qualitative research include tests, credibility, transferability, dependability, and confirmability (Amey & Eddy, 2023; Mohajan, 2017). The data analysis technique used is an exploratory descriptive analysis model involving 3 (three) components, namely data reduction, data display, and conclusion drawing (verification) (Miles et al., 2014).

## **RESULTS AND DISCUSSION**

The two most important things that affect the quality of educational institutions are leadership and management quality. Leadership and management quality are two aspects that are difficult to distinguish, but both have a very close relationship. Leadership if not accompanied by a good management vision and mission, will produce a bad type of leader. Likewise with management, if not supported by quality leaders who understand the ins and outs of management, it will not produce an effective management system. The principal is a central figure who can build management quality in schools. the process involves several stages.

First, planning. The beginning of the budget year is prepared using a mature plan starting from the teacher recruitment program (Teachers), student recruitment, budget funds, and work budget. The planning process is prepared using a serious gathering method to complete the one-year plan. Last year's evaluation is a reference in making the program (McKenzie et al., 2022). The annual program is in line with Edwin's theory because planning is included in the parts of personnel management.

Strategic planning is an organization's effort to identify goals and develop strategies to achieve those goals (Castallo, 1992; Seyfarth, 1991). This is where a planner identifies the mission and goals of education both at the education office level or at the local school level. To strengthen this strategic plan, it is attempted through an assessment of the organization's environment, both internally and externally, which aims to identify trends that occur in the organization's environment, especially regarding the need for teachers or human resource employees.

Second, organizing. Madrasah Ibtidaiyah Negeri 3 Kebumen was established through an organization of people who have the aim of creating an educational institution. The founders of the Madrasah and the association of organizations were made into the Madrasah committee, and then looked for teaching staff who gave rise to the Madrasah Principal and Teacher organizations. They created a program called AKSI (Start Structural Activities

with Discussion) to form an organization easily. Employee recruitment at MIN 3 Kebumen is also included in the discussion in the organizational structural program.

To improve the quality of the selection of applicants, it is expected that the selection of new teachers or staff applicants will be handled by a special committee that is assigned to handle this matter. One of the efforts taken in the selection is to conduct interviews by teaching staff with prospective teachers. This interview should be an initial effort to see the abilities of applicants in the learning process at school or in class. New employees or new teachers will face challenges from various factors, both internal and external. Counseling or familiarizing teachers is one solution to avoid conflicts because conflicts can hinder the progress of the Institution.

Third, actuating. Improving the quality of teachers as teachers is indeed better to always updated. Resource person A said that the in-house training program is a place to seek knowledge, increase insight, and gain new experiences. Online learning is a program that is implemented during teacher and employee training. The results of observations and interviews underlined that actualization at MIN 3 Kebumen is in the form of school efforts, so that the community recognizes the existence of the school through school branding or promotion. This is so that the community is satisfied with the quality of MIN 3 Kebumen. Automatically, the community will promote the madrasah voluntarily. This finding is related to Edwin B. Flippo's theory of direction that the IHT program makes teachers more developed, communicative, creative, and innovative (Flipo & Masud, 1984; Flippo, 1984). Learning is not only focused on students, but teachers must always learn. The method delivered must be appropriate so that students can receive it well. This is in line with the theory conveyed by Edwin B. Flippo.

Fourth is observation. The Head of the Madrasah makes intense observations in each program. This observation is carried out to determine the success of the program that has been created. The Head of the Madrasah records everything in small notes to be evaluated more precisely when the program is running. These activities are also part of school supervision. As a principal, his/her responsibilities are not limited to school administration and management. The principal must also ensure that all learning processes and activities in the school run well and in accordance with established standards. With a good supervision program, the principal can provide guidance and feedback to teachers to improve the quality of learning. This will have a positive impact on student achievement and improve the school's reputation.

Fifth, procurement of workers. New employees are positioned as new workers. The physical condition of new employees is very much needed to advance the madrasah. The process of determining new employees is carried out very strictly. All these stages are passed by all personnel who are willing to fight together at the MIN 3 Kebumen educational institution. During the pandemic, the madrasah used Zoom meetings for interviews or to communicate with new employees. The madrasah recruits young workers who are competent in the field of the internet and its use. The madrasah selects prospective employees until they

find the best. Recruitment for an educational institution is very important and this process will affect personnel management in educational institutions (Mafindi, 2024).

Sixth, development. The development process is carried out by implementing several programs. The programs are one day one question, creativity sheets, and creative classes. The one day one question program was created to discipline teachers during the Covid-19 pandemic so that they remain productive. The questions in question are questions that are also made or prepared for the final semester exam. The creativity sheets are made after there is training to improve teacher quality. Creative classes contain discussion activities with other teachers as well as other speakers virtually. Creative classes are useful for strengthening students' potential and skills (Anderson et al., 2022). Such activities are needed to achieve learning goals and general educational goals.

Seventh, compensation. Madrasahs pay full attention to all teacher personnel and student guardians. The effects obtained by the madrasah are also very positive. Madrasahs hope that they will become pioneers of schools that are friendly to all parties. Compensation is needed to provide freedom to teachers and students in carrying out learning activities. This also correlates with teacher performance in teaching (Luthfiyani et al., 2021). According to previous research, compensation has a positive effect on employee performance. The higher the reward, the higher the employee's work enthusiasm. Compensation is one of the motivations that motivates employees to work well (Anjani et al., 2022; Sitopu et al., 2021). Educational institutions are expected to have the ability to maintain and improve the quality of their human resources (Ngoc & Tien, 2023; A. Rohman et al., 2023).

Eighth, integration. After employees are compensated properly, there is a very difficult and disappointing challenge for management. Madrasahs call it an integration. Integration is an effort to produce a suitable. That is appropriate for the interests of individuals, society, and organizations (Specht & Vickery, 2021). Integration at MIN 3 Kebumen is very good and has been running as it should. This is evidenced by the absence of corruption cases or other bad things.

Ninth, maintenance. Maintenance is an effort to perpetuate this condition. Maintaining the willingness to work is greatly influenced by communication with employees. MIN 3 Kebumen can maintain the welfare, health, and motivation of teachers and employees. In Flippo's view, employee maintenance is not only limited to providing salaries and benefits but includes various aspects (Flippo, 1984). The goal is to ensure employee satisfaction, health, and productivity.

Tenth, separation. Madrasahs are responsible for carrying out the termination process according to the specified requirements. They also ensure that the returned community members are in the best possible condition. The results of the interview explained that there are rewards or attention for teachers or people who have a relationship with MIN 3 Kebumen. This is because an educational institution will not be able to achieve a perfect level of institutional

quality. Educational institutions can have quality because all parties strive to achieve it together (Amey & Eddy, 2023; Mustajab et al., 2021).

According to Seyfarth (1991) the importance of personnel management in schools is based on three assumptions. First, teacher capability is an essential right to achieve quality education, so teachers must always be prepared. Second, effective human resource management requires the application of knowledge taught and skills. So that through the selection process, a teacher will be obtained who has the requirements needed by the school. Third, identification and selection are not enough to get quality teachers, but they must receive induction from the school leadership. The principal should strive for school conditions that are conducive for teachers to achieve school goals.

## CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the quality of MIN 3 Kebumen has been built with personnel management, as evidenced by the ten steps of personnel management. These steps are planning, organizing, actuating, observing, procuring manpower, developing, compensating, integrating, maintaining, and separating. From these results, further researchers are expected to conduct more in-depth research related to the development of existing research contexts to deepen and develop more comprehensive theories of building the quality of educational institutions through personnel management.

## FURTHER STUDY

This research is limited to the discussion of personnel management only, so future researchers are advised to target and analyze in depth other types of management. In addition, this research approach is only analytical. Therefore, future researchers can also develop research with a broader nature, such as conducting longitudinal research on the success of personnel management at the high school or college level.

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