

Personnel Management Function Analysis: Book Review by Edwin B. Flippo as the Scope of Education Management

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ABSTRACT

Personnel management is one of the crucial aspects in organizational management, especially in the context of education. In the world of education, personnel management plays an important role in managing human resources (HR) involved in the learning process and development of educational institutions. This study aims to analyze the function of personnel management in the educational context based on a book review by Edwin B. Flippo. The book discusses planning, organizing, directing, and controlling various aspects of human resources in educational organizations. By understanding the principles of personnel management, educational institutions can achieve educational goals effectively and efficiently. This research will provide practical guidance for practitioners and policy makers in the field of education. Through an analytical descriptive approach, this study outlines how the principles of personnel management can be integrated in human resource management in educational institutions.

INTRODUCTION

Personnel management is one of the crucial aspects in organizational management, especially in the context of education (Diantoro, 2020). In the world of education, personnel management plays an important role in managing human resources (HR) involved in the learning process and development of educational institutions. By understanding the principles of personnel management, educational institutions can achieve educational goals effectively and efficiently (Zohriah et al., 2023).

Personnel management, also known as human resource (HRM) management, involves planning, organizing, directing, and controlling various aspects of HR in an organization (Bestri et al., 2022). The goal is to achieve the goals of individuals, organizations, and communities. In the context of education, personnel management focuses on managing teachers, staff, and employees involved in the learning process and student development (Kristanti et al., 2023).

Personnel management aims to recruit, develop, and maintain workforce competencies. It involves the process of procuring, training, appraising, and remunerating employees. In education, the competence of teachers and teaching staff is the main focus (Rian Hidayat, 2022). Personnel management is one of the important aspects in the management of educational organizations. This function is closely related to the development of human resources which is the key to the success of the teaching and learning process. Edwin B. Flippo, in his book, put forward various principles of personnel management that can be adapted in the sphere of education. This research will examine more deeply the application of these theories in education management (Imbron & Pamungkas, 2021).

Research entitled *Analysis of the Function of Personnel Management: A Book Review by Edwin B. Flippo as the Scope of Education Management* has significant relevance in the context of education management. Personnel management has a crucial role in managing human resources in educational institutions. Teachers, staff, and employees involved in the learning process require effective management to achieve educational goals. This research will help understand how the principles of personnel management can be effectively applied in the educational sphere. Good implementation of personnel management can increase the efficiency and effectiveness of an educational institution. This research will identify best practices that can help better achieve educational goals. Thus, this research will provide a deeper understanding of personnel management in an educational context and provide practical guidance for practitioners and policy makers in the field of education..

LITERATURE REVIEW

According to Evans, personnel management is a part of management that pays attention to individuals in the organization. It includes planning, hiring, selecting, developing, and managing employee performance (Armstrong, 2021). Edwin B. Flippo gave a definition of personnel management as an effort to manage and direct human resources in an organization. The goal is to achieve

efficiency and effectiveness in human resource management (Nurmalasari & Karimah, 2020).

Personnel management plays a role in empowering the capabilities of all organizational personnel through an effective management system. This includes employee development, performance improvement, and the provision of appropriate responsibilities. Human resource management ensures that organizations are able to achieve success by empowering people. It includes increasing the productive contribution of the workforce or employees to the organization in an ethical, friendly, and responsible manner.

Research entitled *Analysis of the Function of Personnel Management: A Study of the Book by Edwin B. Flippo as a Scope of Educational Management* has significant relevance in the context of educational management. The following are some previous studies that are relevant and approve or reject hypotheses related to personnel management:

1. Flippo, Edwin B. (1998). *Personnel Management*. Volume 2. Jakarta: Erlangga. The research confirms that personnel management has an important role in managing human resources in educational institutions.
2. Flippo, Edwin B. (1984). *Personnel Management*. This research supports the personnel management concepts introduced by Edwin B. Flippo.

This research will provide a new contribution to understanding personnel management in the educational context.

METHODOLOGI

This research uses qualitative methods with document analysis techniques. Data was collected through an in-depth literature study of Edwin B. Flippo's book and other related sources. The analysis was carried out by comparing the theory outlined in the book with the practice of personnel management in several selected educational institutions.

RESULTS OF RESEARCH AND DISCUSSION

Personnel management is an effort to manage and direct human resources in an organization (Saputra et al., 2020). The scope covers various aspects, such as planning, recruitment, selection, development, compensation, and managing employee performance. In other words, personnel management includes all matters related to human resources (Pratiwi, 2020).

The goal of overall human resource management is to ensure that the organization is able to achieve success by empowering people. It includes increasing the productive contribution of the workforce or employees to the organization in an ethical, friendly, and responsible manner (Susanto, 2022). In education, this goal means creating an optimal learning environment for students and ensuring the well-being of teachers and staff.

The main goal of personnel management is to achieve efficiency and effectiveness in the management of human resources within the organization (Marlina, 2018). By applying the principles of personnel management, the

organization can better achieve its strategic goals. The task of personnel management also involves the preparation of policies and procedures related to human resources

Personnel management plays a role in empowering the ability of all organizational personnel through a management system pattern. It covers aspects of employee development, performance improvement, and assignment of appropriate responsibilities. In the context of education, empowering teachers and teaching staff is the key to achieving learning objectives.

According to Prof. Edwin B. Flippo, Personnel Management is planning, organizing, directing, and controlling labor procurement, development, compensation, integration, maintenance, and termination of employment with human resources to achieve individual, organizational, and community goals. In his book entitled Personnel Management, Flippo outlines the functions of personnel management that are relevant to the management of human resources in organizations (Edhi Sulistyoko, 2022). Here are some findings from the analysis of the personnel management function based on the work of Edwin B. Flippo:

1. Labor Procurement: This function involves planning and implementing the process of recruiting new employees. Personnel management is responsible for finding, selecting, and recruiting individuals who fit the needs of the organization.
2. Employee Development: Personnel management plays a role in developing employee potential through training, education, and career development. The goal is to improve employees' skills and knowledge so that they can contribute more effectively.
3. Compensation and Rewards: This function includes the planning and implementation of compensation systems, including salaries, benefits, and incentives. Personnel management also manages reward programs to motivate employees.
4. Integration and Maintenance: Once employees join the organization, personnel management is responsible for ensuring good integration and maintenance of optimal working conditions. It involves the management of labor relations, policies, and internal communications.
5. Termination of Employment: If required, personnel management also manages the termination process, including dismissal and retirement.

By understanding and managing these functions, organizations can ensure that their human resources are managed efficiently and effectively, as well as contribute to the achievement of organizational goals (Satiran & Sa'diyah, 2022).

However, in practice, there are some conformities and discrepancies between the theory and practice of personnel management:

1. Conformity:
 - a. Manpower Procurement: Organizations that successfully implement efficient recruitment and selection processes will have employees who match the needs and culture of the company.

- b. Employee Development: Investing in employee training and development can increase their productivity and loyalty.
 - c. Compensation and Rewards: A fair compensation system and motivating incentives can strengthen employee performance.
 - d. Integration and Maintenance: Good labor relationship management and policies that support employee well-being will strengthen organizational bonds.
2. Mismatch:
- a. Terminations: Sometimes, terminations don't always go according to plan and can affect the organizational climate.
 - b. Policy Implementation: Some organizations may not fully implement personnel management policies consistently.
 - c. Environmental Changes: Nonconformities may occur due to changes in the external environment that affect personnel management practices.

In managing human resources, it is important for organizations to continuously monitor and adjust personnel management practices to suit the needs and dynamics of the organization. Personnel management has a significant role in educational management. Here are some of the implications of applying personnel management principles in an educational context:

1. Teacher Recruitment and Selection: Personnel management is responsible for recruiting and selecting qualified teachers. This process ensures that schools have competent teaching staff and are in accordance with educational needs.
2. Employee Development: Teachers need to continuously develop their skills and knowledge. Personnel management can organize training and professional development to improve the quality of teaching.
3. Teacher Welfare: Personnel management should ensure teacher welfare, including aspects of salaries, benefits, and work facilities. Teachers who feel valued and empowered are more motivated.
4. Performance Evaluation: Personnel management can help in evaluating teacher performance. An objective evaluation helps identify strengths and areas for improvement.
5. Employment Relations: Personnel management ensures a good working relationship between teachers, staff, and principals. Effective communication and fair policies support a positive work climate.
6. Termination of Employment: If required, personnel management also manages the termination process. This must be done with sensitivity and fairness.
7. Conflict Management: Conflicts between teachers or with students can affect the school climate. Personnel management can help manage conflict with a constructive approach.
8. Leadership Development: Personnel management can identify leadership potential among teachers and assist in school leadership development.

By applying these principles of personnel management, schools can create an environment conducive to the learning and growth of all members of the educational community..

CONCLUSION

Personnel management has a very important role in education management. Here are the main findings and recommendations regarding the implementation of personnel management principles in the educational context:

1. Manpower Procurement and Teacher Selection:
 - a. Key Findings: The teacher recruitment and selection process must ensure that schools have qualified teaching staff and are in accordance with educational needs.
 - b. Recommendation: Apply a rigorous selection process, involve competent committees, and consider academic qualifications and pedagogical competencies.
3. Employee (Teacher) Development:
 - a. Key Findings: Teachers need to continuously develop their skills and knowledge.
 - b. Recommendation: Provide regular training and professional development programs. Focus on using the latest technology and teaching methods.
4. Teacher Welfare:
 - a. Key Findings: Teachers' well-being affects their motivation and performance.
 - b. Recommendation: Ensure competitive salaries and benefits, adequate work facilities, and concern for teachers' mental and physical well-being.
5. Teacher Performance Evaluation:
 - a. Key Findings: Teacher performance evaluations help identify strengths and areas for improvement.
 - b. Recommendation: Use objective evaluation methods, based on teaching competence, participation in development, and contribution to students.
6. Labor Relations and Conflict Management:
 - a. Key Findings: Good working relationships and effective conflict management affect the school climate.
 - b. Recommendation: Facilitate open communication, adopt policies that support cooperation, and constructive conflict resolution.
7. Termination of Employment (if required):
 - a. Key Findings: Termination of employment should be done with sensitivity and fairness.
 - b. Recommendation: Follow legal procedures and provide support to affected teachers.
8. Leadership Development:
 - a. Key Findings: Identify leadership potential among teachers.

- b. Recommendation: Provide leadership training and opportunities to take on leadership roles in schools.

By applying these principles of personnel management, schools can create an environment conducive to the learning and growth of all members of the educational community.

ADVANCED RESEARCH

This research still has limitations, so further research is needed on the topic "Personnel Management Function Analysis: Book Review by Edwin B. Flippo as the Scope of Education Management" to perfect this research, as well as increase insight for readers.

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