

HUMAN RESOURCES MANAGEMENT IN IMPROVING THE QUALITY OF EDUCATION

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Abstract:

This study analyzes the importance of human resource management in schools by focusing its analysis on human resource management in improving the quality of education at Al-Islam Krian High School, Sidoarjo, East Java. The education system at every level relies heavily on human resources for the implementation of its programs. The success of education in schools is determined by the principal's success in fostering and developing educators and education personnel in schools to improve the quality of education. This research uses a qualitative approach with the type of case study. Data collection techniques are carried out through; observation, interviews, and documentation. The results showed that planning in improving the quality of education was carried out by analyzing human resource needs and mapping positions according to the school's vision, mission, and goals, making job descriptions and job specifications. Existing human resources are then fostered and trained to improve the quality of their resources by those targeted by educational institutions.

Keywords: *Human Resource Management, Education, Quality*

Abstrak:

Kajian ini menganalisis pentingnya manajemen sumber daya manusia di sekolah, dengan memfokuskan kajiannya pada manajemen sumber daya manusia dalam peningkatan mutu pendidikan di SMA Al-Islam Krian, Sidoarjo, Jawa Timur. Sistem pendidikan pada setiap jenjang sangat bergantung pada sumber daya manusia untuk pelaksanaan program-programnya. Keberhasilan pendidikan di sekolah ditentukan oleh keberhasilan kepala sekolah dalam membina dan mengembangkan tenaga pendidik dan tenaga kependidikan yang ada di sekolah untuk meningkatkan mutu pendidikan. Penelitian ini menggunakan pendekatan kualitatif dengan jenis studi kasus. Teknik pengumpulan data dilakukan melalui; observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa perencanaan dalam peningkatan mutu pendidikan dilakukan dengan menganalisis kebutuhan sumber daya manusia dan memetakan posisi sesuai visi, misi, dan tujuan sekolah, membuat deskripsi pekerjaan dan spesifikasi pekerjaan. Sumber daya manusia yang ada, kemudian dibina dan dilatih untuk meningkatkan kualitas sumber dayanya sesuai dengan yang ditargetkan oleh lembaga pendidikan.

Kata Kunci: *Manajemen Sumber Daya Manusia, Pendidikan, Mutu*

INTRODUCTION

Human resource management can be seen as a formal system in an organization that ensures the effective and efficient use of human talents to achieve organizational goals (Omebe, 2014). Human resources are one of the critical factors in attaining prosperity (Salahuddin, 2018). With quality human resources and high competitiveness, it becomes a demand for development towards prosperity. Humans are the most dynamic and complex element that cannot be replaced by technological sophistication. In educating students, what is needed is to educate students and cultivate morals to have good manners. HRM is considered an essential field of study for professionals in the education context. Such studies equip the leadership and management of the different organizations to deal with the human resources within an organization in multiple ways while utilizing its strategies to reach its goals (Hashmi, 2014).

The implementation of quality education is very dependent on the manager or leader and the management model. Good and quality management or management of human resources, especially teachers and employees in educational institutions, will positively change education development. For this reason, it is necessary to implement human resource management in managing schools to develop teachers and employees into professional educators and education staff. These quality improvement efforts must be prioritized and implemented optimally to face global competition by preparing educators according to their knowledge and improving service quality for stakeholders (Muhtarom, 2015). Human resource is a central factor in educational institutions because behavior, quality, and performance in schools cannot be better than the quality of the human resources they employ. Human resource management can function effectively and efficiently if the leadership and school management continue because the madrasa's behavior, quality, and performance cannot be better than the quality of the human resources they employ (Noor, 2017).

Principals fostering and developing their teaching and academic staff can increase professionalism, career development, and improving welfare (Purnama, 2016). Principal leadership means controlling the teachers' educational actions and pupil learning processes. Consequently, the central issue for a school leader is positively influencing the teachers' educational measures and the pupils' learning activities (Huber, 2004). The Principal's effort to control or mobilize all staff, teachers, students, parents, community, and school stakeholders towards achieving the school's goals or vision and mission (Juhji, 2020). This step affects the contribution of educators and education staff owned by schools in achieving school goals. A good human resource is an individual Muslim who has two essential characteristics, namely strong and trustworthiness. As in the al-Quran surah al-Qashas verse 26:

قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ ۖ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ

Meaning: "One of the two women said: "O my father, hire him. Indeed, the best one you can hire is strong and trustworthy." (Surah Al -Qashas: 26)

This verse is the legal basis for the recruitment and selection process for prospective employees by an institution. The strength means strength in various fields; therefore, the areas of expertise needed to fill vacancies in the agency are first determined in the recruitment process. Then the trust in question is personal integrity which requires the nature of faith, which means to be sincere and feel under the supervision of God when carrying out work even though the principal isn't at school. According to Sinn (2011), prospective employees are selected according to their workload and responsibilities according to their knowledge and technical abilities.

Human resource management could be implemented in enhancing human resource management in Oman. The model derived from this study can be used for improving the institution. Work performance system affects institutional performance in two different ways, one through concern for customers (CC) and service performance (SP), and the other through respect for employees (CE) and helping behavior of employees (HP). Customers' knowledge (CK) was also indirectly affecting institutional performance by impacting service performance (Sinawi, 2016).

Educational institutions (schools) can be said to be of high quality if school achievement, especially student achievement, shows high achievement in; a) a large number of students indicates that the community's enthusiasm for educational institutions is very high; b) academic achievement, namely report cards and graduation scores meet the specified standards; c) have values of honesty, purity, courtesy, and can appreciate the value-cultural values; and d) have a high responsibility and ability that is manifested in the form of skills by the standards of knowledge they receive so that they have sufficient opportunities to be competent in any job market without compromising the moral aspects of their lives (Azis, 2015).

SMA Al-Islam Krian is a private school that deserves to be considered in terms of the quality of its education and is no less competitive with public schools. This school also has a hospital because it is under the auspices of the Al-Islam foundation. The learning process is bilingual, and students must have independent laptops. Each new academic year accepts \pm 600 students. Each class has an LCD, Sound System, and Wi-Fi. This school has special and regular classes. So, tuition payments depend on the choice of courses taken by students. Every morning, students listen to the chants of Surah Ar-Rahman and Al-Waqiah, and before starting the lesson, they must read the Al-Quran together and perform the Duha prayer in the school mosque. The presence system uses fingerprints. Because the total number of students starting from class X-XII is \pm 1800 students, the dzuhur prayer will be divided into two waves: men in the first and second wave of dzuhur prayer for women.

Human resource management in improving the quality of education to maximize competitiveness through continuous improvement (continuous) to obtain optimal quality. Talented human resources with high loyalty and fighting power will increase performance, leading to consumer or customer satisfaction. To improve the quality of education in the institution, human resources at SMA Al-Islam Krian are well managed. Most teachers continue

their postgraduate studies to improve their quality and professionalism so that existing resources can contribute well and benefit the institution's development. Moreover, the targets that have been determined together can be achieved well to satisfy consumers (Amir, 2019).

This research is present to understand and analyze human resource management in improving the quality of education at SMA Al-Islam Krian. The uniqueness of this research lies in the improvement of human resources carried out by the institution to analyzing human resource planning, human resource procurement, HR training & development, HR promotion, HR monitoring & compensation.

RESEARCH METHODS

This research uses a qualitative case study approach. In this case, the researcher analyzes and understands the human resource management applied at SMA Al-Islam Krian, Sidoarjo, East Java, to improve education quality. Informants in this study consisted of leaders, teachers, administrative staff. The data collection technique is done through; interviews, participant observation, and documentation to obtain accurate information from the material studied. The data analysis technique uses data reduction, data display, and conclusion drawing/verification.

The process of searching and finding information about human resource management in improving the quality of education. How is human resource planning in improving the quality of education at SMA Al-Islam Krian?; How is the procurement of human resources in improving the quality of education at SMA Al-Islam Krian?; How is the training and development of human resources in improving the quality of education at SMA Al-Islam Krian?; How is the promotion of human resources in improving the quality of education at SMA Al-Islam Krian?; How is the supervision and compensation of human resources in improving the quality of education at SMA Al-Islam Krian?

RESULTS AND DISCUSSION

Based on the data obtained by researchers in the field, the findings regarding human resource management in improving education implemented at SMA Al-Islam Krian, Sidoarjo, East Java are as follows;

Human Resource Planning in Improving Education Quality

According to Suharyono (2020), the planning for human resource development at Al-Islam High School is for educators and education staff tailored to the institution for the long, medium, and short term. For income/welfare at Al-Islam High School, it is considered and improved in terms of interest. So that the teacher does not move to another institution, in this way, teachers will develop their abilities and services. The time of the human resource plan in this school is adjusted to the needs of the institution.

Human resource planning at SMA Al-Islam Krian is a development and strategy in determining the need for educators and education personnel to meet the needs and implement an integrated plan. This plan is prepared to analyze the HR needed for each skill and place the HR in the position for a specific

effectively and efficiently (Winarti, 2016).

The human resource development program for educators and education personnel at Al-Islam High School is long, medium, and short-term, adjusted according to needs. In preparing the school development program implementing the determination of requirements, targets, program implementation, benefits, program assessment, training, MGMP, supervision. Usually, work meetings related to planning are held twice a year with the school principal, Waka, educators, and education staff (Nawawi, 2020).

Human resource planning at Al-Islam Krian High School increases the existing human resources using training and workshops. If the institution wants quality, of course, human resources must be improved. The number of employees must also be adjusted to the needs. If there is a vacant position, it is necessary to recruit teachers or education personnel. Of course, they also must determine the goal by the existing situation and conditions. Short, medium, and long-term planning also needs to be established so that it is easy to guide and direct HR (Singgih, 2020).

HR planning for all school residents contributes to the school's progress by considering the short, medium, and long term. This plan also clearly defines the quality and quantity of human resources needed to improve the quality of education. Good human resources support quality schools by holding work meetings at the beginning to prepare work plans (Slamet, 2020)

Based on research findings in the field, human resource planning at Al-Islam Krian High School by analyzing human resource needs and mapping positions by the school's vision, mission, and goals, improving HR competencies through training and development and ensuring welfare by providing compensation to enhance the quality of education, work program planning is carried out with consideration and evaluation of program activities that have been carried out in the previous academic year to improve the quality of education.

Procurement of Human Resources

Procurement of staff in the educational organization system by carrying out recruitment, selecting prospective educators and education personnel according to the required personnel's type of work and characteristics, and placing staff according to their expertise.

According to Suharyono (2020), recruitment information at Al-Islam Krian High School is usually through social media. Most applicants come directly to the school with a cover letter and curriculum vitae (CV). Usually, it will be accepted by the administrative staff, and the application is kept until there is a job vacancy or vacant position that must be filled. Before recruiting, of course, make a job description and job specification by identifying vacant positions. Internal recruitment is also carried out at this school. Usually, those recruited are alumni from Al-Islam High School who have expertise and skills in their fields. Because internal recruitment is also much cheaper, but when recruiting alumni themselves, it is also seen from the administration, and selection is also carried out.

According to Slamet (2020), recruitment at Al-Islam Krian High School is adjusted to the number of positions needed. Of course, they are waiting for an empty place first. Even though the number of applicants is large, they will not recruit if there are no vacant and needed positions. The process of recruiting educators in educational institutions in schools as an effort to find teachers who have competence, skills, and expertise in educating and teaching according to their fields, besides that it is critical to have a teacher, namely the nature of *siddiq, amanah, tabligh, fathonah* so that they can carry out their duties (Yullyanti, 2009). After the institution selects prospective workers who meet the administrative requirements by the required criteria, a selection will be held.

According to Suharyono (2020), the selection process is usually done by looking at administrative completeness, experience, age, appearance, university. This does not mean that private universities are not considered. Many of the teachers who teach at SMA Al-Islam Krian come from private universities. There are two kinds of tests for teachers: in-class tests (microteaching) and non-class tests (interviews and the ability to read the Koran). The microteaching test is usually directly accompanied by the subject teacher. And for the interview test and reading the Koran with the Principal and Deputy Principal. Likewise, with Nawawi's narrative (2020), the selection of workers at Al-Islam High School must pass the new administration. The administrative staff contacts applicants to take the next test, namely interview tests, microteaching, and reading the Koran. The microteaching test usually direct teaching practice in the classroom with students according to subject expertise accompanied by professional subject teachers.

In line with Susakti (2020), enrolling at Al-Islam High School in sports is a practice test for teaching in sports. At first, I used to go to class delivering new material and then practice in the field with students. And there is one teacher who accompanies the teaching test time. Only after that did the interview test and read the Koran directly with the principal of the school. Okta also reinforces that there is a test and an interview with the headmaster. If he passes according to the criteria, he is notified and will get a degree from the school.

Selection is needed to obtain a match between what applicants want and what is required by the institution. The selection process is conducted by interview; if necessary, there is a psychological test (Pusparani, 2018). This selection aims to obtain qualified and potential educators & education staff, honest & disciplined, dynamic & creative, innovative & responsible, loyal & highly dedicated, and easy to develop in the future (Siagian, 2015).

After the applicants are declared to have passed the selection process, the next step is placement. In this case, orientation and socialization are held. Orientation is a procedure to provide background information related to the ins and outs of the institution. This initial orientation will help educators & education personnel to perform better by providing the information needed about organizational rules and practices. Suharyono (2020) revealed that applicants who are declared to have passed the selection (accepted) as educators or education would be issued a decree after a three-month training period. This is done to see the dedication of new employees at this school.

However, if natural selection occurs, it means that new employees can come out by themselves.

The same thing was conveyed by Noviyanti (2020); after passing the selection, a school said the vacant position was the picket teacher. So, she started working at Al-Islam High School as a picket teacher because expertise in the field of Mathematics is undoubtedly a Mathematics picket teacher. Not only that, but the principal also explained the rights and obligations while at SMA Al-Islam Krian. Usually, I will teach in class to replace the Mathematics teacher who is unable to attend. There I will replace it. But over time, I became a permanent teacher of Mathematics.

Based on the observations of researchers in the field, it was found that the procurement of human resources was carried out by job analysis by making job descriptions and job specifications by identifying vacant positions to recruit workers. Recruitment can be done internally and externally. Applicants who pass the administrative selection then take tests in class (microteaching) and non-class (interviews and the ability to read the Koran). After being declared accepted by the school institution based on the results of recruitment & selection, it is continued with the introduction of the school environment with a training period of three months, and the signing of a Decree (SK) from the foundation because it is under the auspices of the Al-Islam College Foundation.

Human Resources Training and Development

The purpose of the training focuses on improving the skills and competencies of educators and education personnel to improve the quality of human resources in institutions (Sarheng, 2013). The form of improving the competence of educators and education personnel through In house training (IHT) training is carried out internally at KKG/MGMP, internship programs, competency-based technical training, short courses at LPTK, internal coaching by school institutions (Rusdin, 2017).

Development can help educators and education personnel to be able to carry out their responsibilities and improve the quality of future careers. This development can be done through training and non-training channels. Training pathways such as continuing education, upgrading, seminar activities, workshops, and others. While the non-training path, for example, can take promotions, giving bonuses and incentives, reprimands and punishments (Harun, 2013).

According to Suharyono (2020), schools need to carry out training and development as necessary in line with the current developments. Training and development are not only for teachers but principals also need them. Now the funds from the government are significant, there are funds from the Boss, and there are also funds from the province called BPOPP. The Boss's funds are partly used for teacher professional development, namely how to make lesson plans, make learning media, make online-based learning, workshops on making HOTS questions, and various training. Meanwhile, the homeroom teacher has at least one training twice a year regarding how to handle students. Usually, the funds are taken from the school. If it has to do with attitude, go with the

teacher's motivation, but not for myself. The education staff has training on improving administrative services and special training for school admins handling Basic Education Data (Dapodik).

Likewise, with Nawawi's narrative (2020), training & development are carried out internally, such as official meetings, rotation of teaching assignments, additional internal duties, discussions with colleagues, seminars, and the like, both held inside a school or outside school. This training and development improve the quality of competent educators & education personnel along with technological advances, promotions, and efforts to foster more productive (Tilon, 2013).

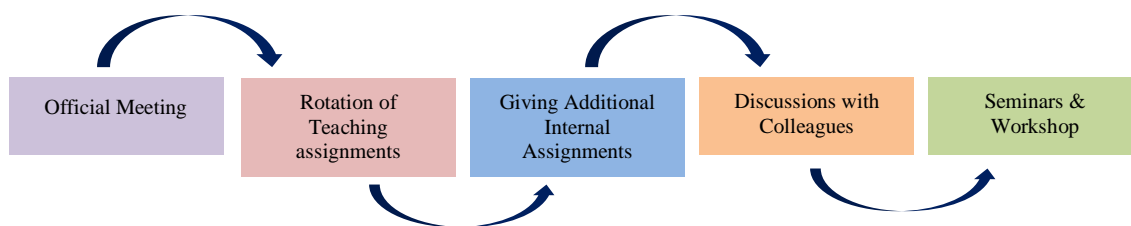


Figure 1 : Training and Human Resource Development

Based on researchers' observations, training & development at SMA Al-Islam Krian is carried out by conducting training for teachers in making learning tools, online-based learning, making HOTS questions, MGMP, seminars workshops. At the same time, the education staff provides training related to service improvement administration and Dapodik and seminars.

Promotion of Human Resources

Promotion indicators at SMA Al-Islam Krian are related to years of service, work performance, personality, discipline, honesty, work ethic, loyalty. Usually, the move to a higher position is accompanied by increased salary/wages and other rights.

According to Suharyono (2020), promotions are related to educators who have years of service, good work performance, experience, and have good loyalty to the institution. Whenever there is a vacant position, anyone can register. However, it must meet the criteria and assessment indicators that have been determined. Then a vote is held for educators who pass the selection stage and must present their vision and mission first. The one who gets the highest vote has the right to fill the vacant position.

Likewise, with Nawawi's statement (2020), six teachers registered. After that, three people were selected. Then presented the vision and mission to serve as Deputy Head of Curriculum. After that, the voting from the teachers. The one who gets the highest vote gets the opportunity to get a promotion at SMA Al-Islam Krian.

Likewise, with Laksmono's narrative (2020), teaching at SMA Al-Islam Krian is around more or less nine years, promotions at this school are also adjusted to the period of service, loyalty to the institution. Initially, as an

English Teacher for class X. Then in 2018, there was a promotion to Deputy Head of Student Affairs position. The process of selecting the vice-principal of the student is done by voting; the one who gets the most votes will serve as vice-principal of the student.

Organizations generally use two main bases in considering someone to be promoted: job performance and seniority (Jekson, 2017). Promotion is carried out as an award for services performed by someone to the institution. With upgrades, employees will increase their potential, work spirit, develop creativity and innovation for the institution's advancement.

Based on the observations of researchers in the field, a promotion at SMA Al-Islam Krian is based on experience, years of service, loyalty to the institution, and is responsible for the mandate given by the institution.

Supervision and Compensation of Human Resources

Supervision of the learning process in educational institutions is carried out by the education unit and supervisor (Suminiati, 2019). Program activities carried out by supervisors include analyzing educational resource factors as materials for school innovation, monitoring quality teachers to improve the quality of the process and learning outcomes/guidance to students, providing assessment materials to schools in the context of school accreditation (Rahmah, 2018).

According to Suharyono (2020), supervision for teachers is related to guidance in the teaching and learning process, making learning tools, journals as evidence of the completeness of teachers in their administration. The treasurer reports the absorption of the budget either every month, three months, and the end of the year. This report is directly reported to the school principal. Not only that but supervision is also related to the presence of the teacher who must check the lock. School principal's and supervisors' supervision of the teachers and education personnel is carried out from the East Java Provincial Education Office.

Evaluation of teaching performance assessment carried out internally by the school by holding an annual work meeting attended by all educators and education staff carried out outside of school and on holidays and preparation for planning for the upcoming school year. Compensation other than salary is also in the form of allowances, health insurance in collaboration with Al-Islam Hospital (Sunarmi, 2020).

This compensation is an impulse for educators and education staff to increase morale, appreciate work performance, and improve performance in educating and teaching students. The compensation variable has four indicators, namely salary, allowance incentives (health and holiday allowances (THR), and facilities (Widayati, 2019)

CONCLUSION

Human resources need to be optimized to support the organization with various works, talents, creativity, and encouragement to achieve the goals of educational institutions. The presence of human resources in the organization becomes more critical because humans create the organization itself, and these resources can make the organization survive and succeed. Through the efforts and creativity of human resources, organizations can produce quality products and services.

Human resource management at SMA Al-Islam Krian by making forecasts for the next five years, job analysis, job descriptions, & job specifications for educators & education staff. Recruitment is carried out with foundations, school principals, and vice-principals in selecting new employee candidates. The implementation of class tests (microteaching) and non-class (interviews and the ability to read the Koran). Training and development are carried out internally and externally by the school. Promotion of educator positions based on seniority, work performance, experience, loyalty, initiative, and creativity. Teachers and education personnel are supervised by school principals and supervisors from the East Java Provincial Education Office. And compensation form is salary, allowances, health insurance in collaboration with Al-Islam Hospital. The limitations of this study provide an opportunity for further researchers to study various matters related to improving the quality of human resources from multiple perspectives. Thus it becomes a complement to scientific treasures on human resource management.

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