



## **IMPLEMENTATION OF HUMAN RESOURCE (SDM) MANAGEMENT IN THE 4.0 INDUSTRIAL REVOLUTION ERA AT SD INTIS SCHOOL YOGYAKARTA**

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### **Abstract:**

A predominance of school with good infrastructure, excellent services, and standardized facilities is backgrounding this study. The school had applied contract-based teacher system far before it was legalized. A systematic and structured system, however, eliminates and fades the teachers' commitment sometimes; some teachers even propose a resignation. Regulations for newly recruited teachers and staffs issued almost every year seem to be evident. The school is seemingly unable to integrate between the high-quality system and the teachers' welfare and comfort-working. These problems, in turn, cost the school disadvantages, namely the financial problems and the constantly-changing human resource quality stability problems. This field research with qualitative model utilized phenomenological approach under triangulation data validity. Data were obtained through observation, interview and documentation. This study aims to analyze the implementations of human resource (SDM) management in the 4.0 industrial revolution era at SD Intis School Yogyakarta. The results of this study are: planning through quality-assurance analysis in recruitment, selection (files, ability tests through application and field expertise and interviews), training and development conducted weekly (covering physical and spiritual) semesterly and annually workshops, performance evaluating using my Intis application, compensation and working termination.

**Keywords:** *Human Resource Management, and Industrial Revolution 4.0*

### **INTRODUCTION**

Education is a strategic element to advance and prosper the nation. One of them is human development. Thus, the success of education is very dependent on human resources, including educators and educators. Educators in this context have a strategic role, especially in shaping and educating national character through developing personality and noble national values. As with education or administrative staff, they carry out all administrative services to technical services, which support the educational process in academic units. (Educational Administration Lecturer Team, 2011, p. 299).

Education is also interpreted as one of the essential elements in efforts to advance the nation's welfare. This is done by educators in fostering human beings, which has been proven by the success of education so far. Education that is held is not an activity that takes place instantly, and there are various processes and phases to carry it out. Among these processes are educational planning, implementation,

and evaluation of education. Among the educational planning processes are recruiting and selecting prospective teachers/staff. This planning process must be carried out optimally to meet the institution's human resources needs. (Habibi, A. 2021).

SDM is a very urgent part to pay attention to. Because, with the support of quality human resources will produce quality products. (Kasmere, 2016, p. 4). One of the keys is the existence of good and correct human resource management. Proper management and in accordance with the character of existing educational institutions, will be able to bring these institutions to the quality of the desired institution.

In its development, SDMM in educational institutions, teachers are one of the main factors that have the potential to produce quality education tSDMough learning. (Kasmir, 2016, p. 104) This will be proven by the existence of reliable teachers (educators), then quality learning outcomes will emerge. The problem is that currently it is rare for teachers to be properly prepared and managed by institutions in preparing themselves to become reliable and competent teachers.

Based on observations, INTIS School Elementary School is a basic educational institution that is in demand by the upper middle class community. This is the main reason this school is supported by school infrastructure and facilities. For example: all classes are equipped with White Boards, LCDs, student chairs and desks made of materials that are quite expensive and each class has up to 2 to 3 air conditioners ready to cool the class atmosphere. So that some of these infrastructures are very representative for carrying out superior learning activities, of course these infrastructures also make it very easy for teachers to convey material in a conducive and systematic manner to students using both technological sophistication and portfolio learning innovations. (Observation of school facilities on 20 May 2019)

This school has about 50 employees, both from teachers and employees who are in the Office. With a total of 16 classes, each class has no less than 20 students, with such grade students a very productive percentage of students to support the implementation of quality learning. This exceeds the national standard provided by the government in classroom management with a minimum standard of 25 for basic education units. Coupled with two teachers per class, one teacher in charge of the English program and one teacher as class teacher who is in charge of several subjects and is also responsible for controlling the child's development on a regular basis. The class system with the rotation of the number of students and teachers is a form of the institution's commitment to the maximum quality of learning. (Observation of SDM and class management on May 20 2019)

There are several interesting things that the principal of SD INTIS School Yogyakarta has done, namely by having a sustainable career guarantee system for employees and teachers. This is done so that employees and teachers have a clear line of position levels in terms of the staff structure. For example, in the first year the teacher/staff will carry out contract work with several agreed clauses. In the second and third years teachers/staff get an extension if performance is considered satisfactory or even termination of the contract if it does not match performance (unsatisfactory work). If these several years have passed, the next phase is to be prepared to become a permanent teacher/staff with several articles and a new agreement. Until the final stage, teachers/employees will receive retirement benefits according to the length of service and position occupied. With several teacher/staff career path schemes like that, it is hoped that the rights and compensation obtained by the teacher/staff will be distributed in an appropriate and gradual manner according to their career level. (Interview with Mr. Ahmad as SDMD and administrator of the Baituttanwir foundation about academic career on 21 April 2019)

SD INTIS School positions educators/teachers as central agents supporting school quality improvement. This has resulted in teachers being prioritized in all forms of educational activities in schools, such as quality learning processes, quality

learning materials and even adequate facilities and infrastructure to maintain consistent quality in all learning processes. (Interview with Mr. Ahmad about the urgency of SDM (teachers) in building quality on 21 April 2019)

Of the several advantages described above. There are several obstacles that become a problem. Indeed, all the facilities are fulfilled and even exceed the standard. There is no doubt that human resource management, if viewed from a management perspective, has been able to use the contract teacher system long before the government legally used it. However, with the existence of a system that is very rigorous and structured, it sometimes makes the commitment of some teachers fade and even apply for a resain (drop out) from the institution. This is evidenced by the regulation of new teachers and employees almost every semester. It seems that schools have not been able to integrate a quality quality system with the welfare and comfort of teachers at work.

Problems like this result in schools having to experience several losses and obstacles. Not only in financial matters but also the stability of the quality of human resources which always changes every year. This incident must be resolved immediately by replenishing the vacant teacher formation with human resources that match the criteria and expertise in that field. Schools must also be prepared to bear with a variety of quality new human resources to be standardized and adjusted according to the character of the school that has been built for a long time. Several new challenges are very likely to occur with the existence of new human resources and a school system that continues to improve. If this problem continues, schools will experience very urgent problems related to the comfort and welfare of teachers and employees. This is what is known as work stress. (Wirawan, 2012).

In addition to the problems above, several schools in this decade are still running an SDM recruitment system with an Offline system / submitting files to agency offices, including SD Intis School Yogyakarta, although this institution also provides online services by sending files via email. In this modern era, problems like this should be resolved with an online SDM recruitment system to make it more effective and efficient. With such steps it shows that we are maximizing the process with the concept of the industrial revolution 4.0 (Risdianto, E. 2013) which is practically very helpful in accelerating and streamlining financing in the SDM recruitment process.

#### Basic Concepts of SDM Management

##### 1. Management

Etymologically, the word management comes from the Old French management, namely: the ability/art of implementing and managing. In English, the word management is taken from the word management. meaning leadership, management, and management. (JEchols, J.M & Hassan Shadily, H. 1996, p. 372). It is further explained in the Principles of Management that management is defined as a process, method of science and art to implement management functions. Among them are: planning, organizing, directing and controlling to achieve the goals that have been set effectively and efficiently. (Terry, G. R. 2000, p. 17) Hani Handoko also explained in terms of terminology, that management is the process of planning, organizing, directing, and controlling the organization and the use of resources in order to achieve organizational goals that have been set. (Handoko, T.N, 2011, p. 8)

So, conclusions can be drawn from various definitions of management, namely: the process of using methods or science and art, in implementing its functions tSDMough planning, organizing, directing and controlling processes to achieve organizational goals that have been set effectively and efficiently.

##### 2.Human Resources

Human resources (SDM) in simple terms are personnel/individuals, employees and employees who work in organizational institutions. That is, all people in an organization, whether individuals or groups, are managed/regulated effectively and efficiently so that they comply with organizational institutions. (Nawawi, H. 2005, p. 274)

In terminology SDM comes from the English word Human Resources. The word Human in Indonesia means Man. While the word Resource means source. While Power itself is strength or power. (Gomes, F. C. 2002) Husaini Usman (2013) term SDM as people who manage goods or services. Starting from overseeing quality, marketing products, allocating financial resources to formulating all organizational strategies and objectives.

From the various definitions above, it can be concluded about the meaning of human resources, namely people (employees, workers, or employees) who manage goods or services. Starting from overseeing quality, marketing products, allocating financial resources to formulating all organizational strategies and objectives. So, human resource management can be formulated as follows. Namely, the art of managing or regulating labor relations with their roles through planning, attracting, selecting, developing, maintaining, providing compensation, career, safety, health, and maintaining industrial relations until termination of employment and the use of human resources to achieve individual goals, organizations and communities.

#### SDM Scope

Didin Nurudin and Imam Sibaweh in their book explain that, SDM is divided into tSDM categories, namely (1) utilization of human resources, which includes promotion, assessment, transfer, and compensation; (2) SDM planning and forecasting (human resource planning and forecasting), including recruitment, selection, training, and career development; (3) SDM development (human resource development), individual improvement (education), these tSDM components can increase knowledge, skills, attitudes and behavior. (Nurudin & Sibaweh, 2015, p. 172)

However, in the development of human resources there are tSDM components that cannot be separated from each other, this can be explained as follows: (1) individual development (personal), aims to increase the development of new knowledge, skills, improve behavior which results in increased performance; (2) career development (professional), aims to identify the development of interests, values, competencies, activities, and tasks needed in organizational development; (3) organizational development, aiming at new development and creating organizational solutions for performance problems by increasing the compatibility between organizational structure, culture, processes, and strategies in the domain of human resource development. (Nurudin & Sibaweh, 2015, p. 173)

Functionally SDM management is used to control all existing resource activities, especially SDM. All activities related to regulation of massive organizational development will be managed by SDMM. That way, it is expected that all activities carried out are aimed at organizational goals effectively. To achieve this, there are several objectives and SDM activities.

#### a. SDM Objectives and Activities

The purpose of SDMM is to increase the effectiveness of the organization to achieve its goals. In a more operational manner to increase worker productivity, reduce worker absenteeism and increase employee loyalty to the organization. (Efendi, M.T, 2009, p. 4)

The goal in question is the global goal of the educational institution, which contains several targets and the ultimate goal of the institution going forward. Usually this is stated in the vision and mission of educational institutions. Human resource management activities are divided into four activities, namely (Efendi MT, 2009, p. 67): (1) Preparation and Procurement includes job analysis; (2) Evaluation development in the form of trainings used to increase employee productivity and then an assessment is carried out that aims to see the suitability and feedback on performance improvement; (3) Compensation and Protection, used to motivate employees as a consequence of carrying out work through welfare programs; (4) Staff relations, including: motivation, empowerment, structuring and improving performance through staffing organizations.

#### SDM Management Function

The managerial function in SDM has a close relationship with several activities. Like; planning, organizing, directing, and controlling. This is the same as the opinion conveyed by George R. Terry (2000) regarding management functions in general. While operational functions in SDM include; procurement management, development efforts, compensation, integration, maintenance and termination of employment. While it is still related to the operational function, Hasibuan said that the SDM function at least includes several activities, namely: planning, organizing, directing, controlling, procuring, developing compensation, integrating, maintaining discipline and dismissal. (Hasibuan M.SP, 2002, p. 84)

Decenzo in his opinion groups SDMM functions into four, namely: (1) Selective recruitment of employees tSDMough planning, (2) SDM training and development in order to prepare employees to follow organizational rules, habits and organizational goals, (3) SDM motivation, (4) Maintenance, used to build employee commitment in the organization. (Kasmere, 2016, p. 41)

One of the results of superior SDM management is using the right process. With proper management, it is definitely easier to achieve goals. This management process is called the SDM management function, which consists of: (1) Job Analysis; (2) Human Resources Planning (Human Resources Planning); (3) Selection (selection); (4) Training and development; (5) Performance Evaluation; (6) Compensation; (7) Career Path; (8) Safety and health; (9) Industrial Relations; (10) Termination of Employment. (Kasmere, 2016, p. 46)



Sumber (Kasmir, 2016)

#### The concept of the Industrial Revolution Era 4.0

The industrial revolution 4.0 or what is called the era of disruption occurred around the 2010s tSDMough intelligence engineering and the internet of things as the backbone of the movement and connectivity of humans and machines. (Prasetyo, B & Triyanti, U. 2018, p. 23)

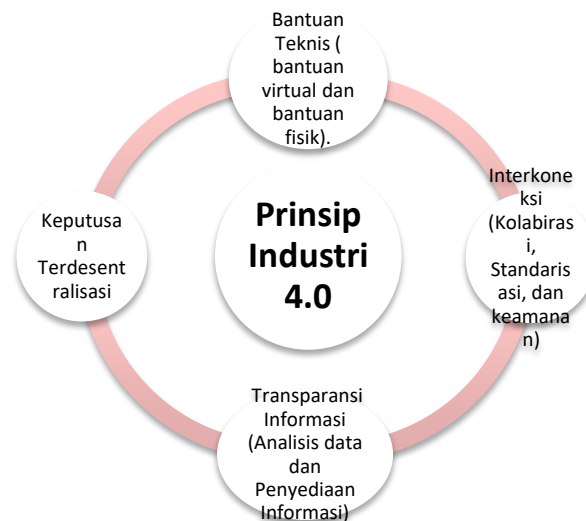
There are several things that characterize the Industrial Revolution 4.0 Era, namely; First, robot automation. Which means, the production process does not all use humans but is replaced with a robotic system. Second, 3D printers. The point is no longer with 2D objects, but with 3D printer engines. Third, Internet Of Thing, namely, the speed controlled by the internet. Fourth, big data. That is a place for data that collects our information. (Risdianto, E. 2015)

Lee et al quoted by Muhammad Yahya (2014) explain, industry 4.0 is marked by an increase in manufacturing digitization driven by four factors; (1) increased data volume, computing power, and connectivity, (2) the emergence of analysis, capabilities, and business intelligence, (3) the occurrence of new forms of interaction between humans and machines, (4) improvements to digital second-physical transfer instructions, such as robotics and 3d printing. Lifter and Tschienner added, the principle of industry 4.0 is the merging of machines, workflows, and production process systems to control each other independently. (Risdianto, E. 2015)

Hermann, M. Pentek, T & Otto, B (2016) explained, there are four design principles of the first Industry 4.0, interconnection (connection), namely the ability of machines, devices, sensors and people to connect and communicate with each other tSDMough the Internet of Things (IoT). ) or the Internet of People (IOP). This principle requires collaboration, security, and standards. Second, information transparency is the ability of information systems to create virtual copies of the

physical world by enriching digital models with sensor data including data analysis and information provision. Third, technical assistance which includes; (a) consciously aggregating and evaluating information to make informed decisions and solve urgent problems in a short period of time, (b) the ability of a system to support humans by performing various tasks that are unpleasant, too exhausting, or unsafe, (c) includes assistance visually and physically. Fourth, decentralized decisions which are the ability of virtual physical systems to make their own decisions and carry out tasks as effectively as possible. (Hermann, M. Pentek, T & Otto, B. 2016).

Simply put, the industry 4.0 principle brought by Hermann, M. Pentek, T & Otto, B (2016) is described as follows:



(Sumber Hermann, M. Pentek, T & Otto, B. 2016).

Industry 4.0 has introduced flexible mass production technologies. Machines will operate independently or in coordination with humans. Industry 4.0 is an approach to control the production process by synchronizing time by unifying and adjusting production. Furthermore, Zesulka (2012) which is also quoted by Muhammad Yahya (2014) adds that industry 4.0 is used on interrelated factors, namely: (1) digitization and economic interaction with simple techniques to economic networks with complex techniques, (2) digitalization of products and services, (3) the new market model (Yahya, M. 2014, p. 4) maps industry 4.0 with the term "digital compass". 4.0 will change the new face of education. Like it or not, the role of education must synergize with the industrial revolution 4.0. We have experienced this at this time with the emergence of several government policies regarding the online new student registration acceptance program (PPDB). (Permendikbud Number 51 of 2018 concerning Acceptance of New Students (PPDB)). The existence of this online system is proof that indirectly education is starting to follow the trending mode, namely Digitalization or the use of internet speed in several activity programs. For some schools with high capacity or can it is said to be an international equivalent school, this is not new and they have even begun to create several learning devices in the form of applications.

Further evidence is the use of digital attendance for employees and teachers in educational institutions, and some schools have even used Fingerprint. And if described there is still a lot of evidence regarding education that follows modern technological advances, namely the Industrial Revolution Era.

## RESEARCH METHODS

This research was conducted at SD Intis School Yogyakarta. This is a field

research (field research) with a qualitative research model. The qualitative approach used in this study is phenomenological (Moleong, L. 2013) by testing the validity of the data using triangulation. (Creswell, J. 2015, p. 420) Activities in data analysis use: 1) Data Reduction (data reduction). Reducing data means summarizing, choosing the main things, focusing on the essential items, and looking for themes and patterns. 2) Data Display (data presentation) After the data is reduced, the next step is to display the data. In qualitative research, the presentation of data can be done in the form of short descriptions; the most frequently used is narrative text. 3) Conclusion Drawing (verification) is drawing conclusions or verification. (Sugiono, 2015, p. 247-252)

Determination of research subjects using purposive sampling. Meanwhile, data collection will be examined using interview, observation and documentation methods (Arikunto, 2006, p. 232). Test the validity of the data is done by triangulation. Data triangulation is a technique for checking the validity of data that utilizes something and for matching or comparing the data. (Lexy Moleong, 2013, p. 242) There are 3 (tSDMee) triangulation techniques, First, Source Triangulation; Second, Concept Triangulation; and Third Method Triangulation. (Lexy Moleong, 2013, p. 330) The triangulation technique in this study is source and method triangulation.

## **RESULTS AND DISCUSSION**

Implementation of SDM Management in the Industrial Revolution Era 4.0 at SD INTIS School Yogyakarta.

Human resource management is the management of human beings through the process of planning, recruitment, selection, training, development, compensation, career, safety and health, as well as maintaining industrial relations up to termination of employment in order to achieve company goals and increase stakeholder welfare. (Kasmere, 2016, p. 4)

According to Veithzal quoted by Abdus Salam DS (2014), SDM management has several functions as management in general. This function later shows that SDM management is indeed a very important and urgent part of management, among these functions is the operational function, (DS. Salam, A. 2014, p. 44) the operational function itself is as follows:

### **1. SDM planning**

Planning for teaching and educational staff (SDM) is the development and strategy for preparing human resources to meet organizational needs in the future. (Machali.I & Hidayat.A, 2016, p. 194) In planning educational staff there are four main steps that must be carried out; (a) planning for future needs, (b) planning for future balance (quality/Quality), (c) planning for recruitment, selection and termination of employees, (d) planning for development. (DS. Salam, A. 2014, p. 98)

In its implementation SD INTIS School has done several things related to SDM planning in filling the vacancies of employee formation. This is also inseparable from several procedures that must be followed in order to become an employee at this institution. principal Muh Muaddin, M.Pd has designed several procedures and matters related to SDM planning, starting from needs analysis, required SDM criteria even up to the recruitment and selection stage. Some of the principal's expressions were conveyed in interviews with researchers, including;

"For a clear SDM management plan, we adjust it according to needs, meaning we need any formations to achieve targets and quality. We have quality goals here, for children who can and have various abilities. On this basis, we will look for human resources that are tailored to the needs of children. First, we design it like that, what we need comes first. So, every year we open formations, if they have not been fulfilled then we will open recruitment again with quality selection to fill in the vacancies according to their respective fields. If the recruitment is complete, we will arrange their performance flow. Thank God everything has a guide. From the SK and from the contract system that we made, the rules relating to performance and agreement



will be adjusted to the agreed contract. Then they have to work according to their respective tupoksi (main tasks). (Interview with Mr. Muh Muaddin, M,Pd, on 08 August 2019)

The next step after SDM planning is SDM Selection. Selection is the process of making decisions to select individuals to fill a position based on several assessments. Abdus Salam (2014) also added that selection is basically an activity to determine prospective job applicants who have qualifications in accordance with the job or position occupied.

Mr. Muh Muadin, as the principal of the school, added in his interview that he made the selection tSDMough tSDMee stages. The first stage is administrative selection in the form of suitability and completeness of the files. The second stage, namely teaching practice or practice of expertise possessed. The third stage, namely interviews (interviews) with direct managers related to expertise, the length of service agreed and several other questions according to personal biodata. This was disclosed by the principal in the interview.

### 2. Fostering and Human Resources Development.

Is to utilize the work productivity of all human resources with the aim of growing abilities in the form of knowledge, insight, attitudes and skills in carrying out their duties Abdus Salam. DS (2014) also explains that training/coaching and development is an effort to improve employee performance, both for the present and for the future. This effort aims to improve the ability of employees, both skills and other knowledge. Among its activities is human development, the core of which is education and training (DS. Salam, A. 2014, p. 117)

In the realm of development and coaching the principal has designed several schedules that will be carried out by the entire INTIS School community starting from teachers, staff, students and guardian parents for one year. Some of these activities are in the form of workshops for SDM, some training in parenting with Parenting and Talk Shows about children's education for guardians and several activities for students. Example; Outing Class, Mabith, Out Bond and several other PHBI activities. (Observation of school activities for teachers and guardians of students on 22 May 2019)

The school principal added in the interview, that with different coaching in each section, for example Al-Qur'an teachers the training is in the form of tahsin and methodology once a week. As for other teachers, we teach how to make good and simple learning tools, now we call them DLP or a kind of lesson plan. In fact, we have designed a simpler report card for parents of students, but we will review this and we will design it, it seems that it will be different from the government. Because we use a kind of Application. So that our program about minimizing paper waste will be more effective with this report card application. so the teacher doesn't bother counting and recapping from several grades to concluding the report card grades. But the teacher just has to input the value in the application, it will automatically calculate the value that appears according to the conversion of several test scores and semesters.

### 3. SDM Assessment

It is an effort to find out how good the performance and potential possessed by human resources are to be developed. (DS. Salam, A. 2014, p. 194) This definition was clarified by Indah Puji Hartantik (2014), that assessment is a systematic way of evaluating achievement, contribution, potential, and value of an employee as a basis for development and so on.

The school principal said in his interview, we evaluate all existing fields every year, and the data is there. annual and semester learning evaluation data for Al-Qur'an and English teachers, for example, are contained in the data in their respective fields. We process the data for consideration at the annual meeting. In the assessment process there are at least tSDMee things that are assessed in the SDM management process. First, discipline, namely regarding the presence and participation of SDM (teachers) in various activities, regarding timeliness in terms of handling discipline, all of our SDM has implemented digital attendance. If in the



attendance statement the time of arrival is already red, then the SDM is too late. Second, performance is an assessment of the quality of the performance of each SDM. In assessing this performance, the school actually already has an application to assess SDM performance. This application identifies SDM with a digital questionnaire. Third, the actualization of school regulations. For example, every SDM is prohibited from being absent for a day without explanation.

#### 4. Compensation

Is the wages and rewards that apply to a job. Meanwhile, Lijen Poltak Sinambela (2014) in his book explains that compensation is the total of all awards given to employees in return for the services they provide to the organization. (Sinambela, L. P. 2017, p. 20)

From the results of observations, it shows that there is a lot of compensation given by institutions to SDM, including; the availability of a special room that is used for female educators who have babies to be used as a place for breastfeeding. Because this year many female human resources are already pregnant. This is done by the school principal solely to facilitate and provide special services for SDM who happen to bring babies while at school. The place is also invited to rest their babies for the teacher concerned while carrying out learning activities.

Mr. Ahmad as part of the foundation who is on duty as a daily employee at the school added in his interview, in terms of finances, it is indeed given according to the existing UMR and for those who have been employees for a long time as well as permanent employees we give almost the same as the salary of civil servants.

The school principal added in his explanation during the interview, there were several new policies issued by the school principal which aimed at leniency or compensation for human resources. For example, before we set home at 16.00 for all teachers, now it's only 15.00. We also make a room for breastfeeding for teachers who have just had a baby (Lactation). For vacation compensation, we provide holidays for SDM who want to get married or give birth for a while. There are also holidays that are given because of incidentals, for example the wife gives birth or there are other interests that have to leave school to be absent. And here, every semester, the teacher also gets allotted time off with the children during the semester break. For payroll, we also make it easier by paying via bank transfer or via bank.

#### 5. Termination

Is the process of terminating the work contract so that the SDM concerned can no longer work. (Hartantik, I. J. 2014, p. 194) This is seriously realized by SD INTIS School. Dismissal will still be given at once to permanent employees if performance is not loyal and not optimal. For other educators who do not comply with the contract according to the agreement, the punishment that will be obtained is not only dismissal but also administrative sanctions.

The school principal explained about dismissal in SDM management in interviews, there are indeed several rules for SDM to be terminated. Exactly there are two possibilities that SDM can be terminated. First, because the contract runs out at the end of the year, this dismissal is reasonable. Because the contract is up. At the end of the year it depends on our policy from the foundation, whether to proceed with the termination contract. We see the performance and quality shown during work. If it's good, it's very likely that the contract will be extended. Or even be made permanent employees. This is actually all SDM already know whether to be extended or terminated. If at the end of the year in June there is no renewal offer, it will automatically stop. Second, SDM is terminated in the middle of the year or in the middle of the work process. This means that the SDM may be undisciplined or skip classes several times in a row. Then SP1 (warning letter one), SP2, SP3 will be issued, then they will be issued. Third, Incidental or because of the policy of the Foundation and the Principal for several reasons.

Table 01. Implementation of SDM Management in the Industrial Revolution Era 4.0 at SD INTIS School Yogyakarta

IDIKATOR	TEMUAN
<p>1. Perencanaan SDM</p> <p>a) Perencanaan untuk kebutuhan masa depan,</p> <p>b) Perencanaan untuk keseimbangan masa depan (<i>mutu/Quality</i>),</p> <p>c) Perencanaan untuk rekrutmen, seleksi dan pemberhentian pegawai,</p> <p>d) perencanaan untuk pengembangan. (DS Salam.A, 2014)</p>	<p>1. Perencanaan SDM</p> <p>a) Analisa kebutuhan, (berdasarkan kriteria SDM yang dibutuhkan).</p> <p>b) Tahap rekrutmen dan</p> <p>c) Seleksi.</p>
<p>2. Pembinaan dan Pengembangan SDM. Mendayagunakan produktifitas kerja seluruh SDM dengan tujuan menumbuhkan kemampuan berupa keilmuan, wawasan, sikap dan keterampilan</p>	<p>2. Pembinaan dan Pengembangan SDM:</p> <p>a) <i>Workshop</i> untuk SDM, berupa penyusunan RPP/ , Pembuatan soal dan program peningkatan kinerja</p> <p>b) Pelatihan dalam mengasuh anak dengan acara <i>Parenting</i> dan <i>Talk Show</i> tentang pendidikan anak untuk orang tua wali</p> <p>c) Kegiatan untuk siswa. Misal; <i>Outing Class, Mabith, Out Bond</i> dan beberapa kegiatan PHBI lainnya.</p>
<p>3. Penilaian SDM</p> <p>Cara sistematis untuk mengevaluasi prestasi, kontribusi, potensi, dan nilai dari seseorang karyawan</p>	<p>3. Penilaian SDM dilakukan pada semua bidang yang ada setiap tahun dievaluasi:</p> <p>a) <i>Pertama</i>, kedisiplinan yaitu tentang kehadiran dan partisipasi SDM</p> <p>b) <i>Kedua</i>, kinerja yaitu penilaian mengenai kualitas kinerja masing-masing SDM.</p> <p>c) <i>Ketiga</i> aktualisasi peraturan sekolah. Misal, setiap SDM dilarang tidak masuk (absen)</p>
<p>4. Kompensasi</p> <p>Penghargaan yang diberikan pada pegawai sebagai imbalan atas jasa mereka berikan kepada organisasi.</p>	<p>4. Kompensasi</p> <p>a) Ruang Laktasi</p> <p>b) Gaji mendekati UMR.</p> <p>c) Libur bagi SDM yang menikah atau melahirkan.</p> <p>d) Libur <i>incidental</i> misalnya melahirkan atau ada kepentingan lain</p>
<p>5. Pemberhentian</p> <p>Adalah proses pemutusan kontrak kerja sehingga megakibatkan SDM yangn bersangkutan tidak dapat bekerja lagi</p>	<p>5. Pemberhentian</p> <p>Secara Kinerja tidak loyalitas dan tidak maksimal:</p> <p>a) SP1 (surat peringatan satu) ,</p> <p>b) SP2 (surat peringat dua)</p> <p>c) SP3 kemudian di keluarkan.</p> <p>Selain ketiga peringatan tersebut adanya kebijakan, <i>Insidental</i> atau karena kebijakan Yayasan dan Kepala Sekolah</p>

## CONCLUSION

Based on the research that researchers have done about SDM management in the industrial revolution era 4.0 at SD INTIS School Yogyakarta, it can be concluded

that Implementation of SDM Management in the period of the industrial revolution 4.0 at SD INTIS School Yogyakarta, namely, (a) SDM planning in the form of: needs planning, planning for balance of quality (Quality), SDM planning (recruitment, selection and termination), and Development Planning. (b) The section includes completeness of files, ability tests tSDMough application and field expertise, and interviews. (c) Training and development include normal human resource development in each field, a paper waste minimization program, development of report card applications. (d) Performance evaluation/assessment in the form of; discipline (digital attendance), performance appraisal tSDMough my Intis Application, the actualization of school regulations: regular evaluation of each SDM area. (e) Compensation includes payroll tSDMough Bank Muamalat, semester and annual holidays, nursing rooms (Lactation), and incidental leave. (f) Termination of employment, namely: end of the contract (year-end termination), termination in mid-performance, and random.

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