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Human resources management in Prisma High School, Manado City: Indonesia

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Abstract

The quality of educational products is influenced by the extent to which the institution is able to manage all its potentials optimally starting from the teaching staff, students, learning processes, educational facilities, finance and including its relationship with the community. This study aims to determine the planning of human resource management at Prisma Manado High School, knowing the implementation human resource management at Prisma Manado High School, knowing the evaluation of human resource management at Prisma Manado High School, knowing the application of human resource management at Prisma Manado High School. Then the method in this study uses qualitative methods where getting research results using interview data and documents. So that the conclusions that can be drawn from the research of the Management of Human Resources in Prisma Manado High School is known the scope of human resource planning, which includes planning of teachers and staff, procurement of teachers and employees, guidance and development of teachers and employees, promotion and transfer, dismissal of teachers and staff, compensation, and teacher and employee assessments. Then for the Implementation of Human Resource Management in Prisma Manado High School has been implemented well, where an evaluation of Human Resource Management in Prisma Manado High School was conducted by the school leadership and the school foundation. The finding of the application of Human Resource Management at Prisma Manado High School is that there are obstacles that arise because of a shortage of teaching staff, both civil servants and honorarium in accordance with expertise. then the lack of improvement in the quality of teachers through seminars and training from both the school and outside parties. so many honorarium teachers opt out because the workload does not match the incentives.

Keywords: Management, human resources

1. Introduction

The current era of globalization is very high competition that causes changes in conditions in various fields so that many organizations take steps to repair the previously normal (traditional) forced to follow the development of (modern) times. This condition must be prepared in a proportional and planned manner. This preparation is mainly concerned with the issue of human resources that must be of good quality with qualifications that are in accordance with current world developments. Therefore, increasing human resources is very important in efforts to improve services to the community, so it needs to be pursued continuously and continuously in facing the demands of modern society. Management discusses how leaders (managers) in an organization or institution try to make a program run according to plan. Humans are a very important resource in the efforts of an organization, institution, or government or private agency to achieve goals and success. Human resources are defined as the whole people in an institution that contributes to the running of the organization, so that it requires full attention in order to carry out their respective duties properly.

According to A.Yusmiar human resources can support organizations with work, talent, creativity, motivation and innovation Human resources play a very important role because it is the main driving factor in determining the success of an agency. John R. Schermerhorn stated in his book Management that management is a process that includes planning, organizing, directing, and controlling the use of available resources, both human and material, to achieve goals.

Education plays a key role in the development of quality human and human resources. Improving the quality of education is a process that is integrated with the process of improving the quality of Human Resources.

But to realize quality education itself requires good management of human resources. Humans are the most important resource in achieving organizational success. No matter how perfect the technological and economic aspects, without human aspects it is difficult for organizational goals to be achieved. Society has shown increasing attention to these human aspects. Human values are increasingly aligned with technological and economic aspects.

Improved teacher performance, there are certainly things that affect it as Supardi said, many factors affect the quality of a teacher's performance including: HR participation, career development, communication, work health and safety, conflict resolution, good incentives, and pride. So the improvement of teacher performance must also always be supported and motivated, both by the teacher himself and other parties such as school principals, supervisors, and related agencies by holding various exercises and coaching to improve teacher performance. The quality of educational products will be influenced by the extent to which the institution is able to optimally manage all potentials ranging from teaching staff, students, learning processes, educational facilities, finance and including its relationship with the community.

Prisma Manado High School is one of the favorite schools in Manado. Based on Academic Achievement but still below other private schools and ranked 12th out of 219 high schools in North Sulawesi Province, in general as well as individual student achievement in various academic competitions the school participated in seemed to stand out among the existing schools. Many factors can affect the reputation and achievement of this school. One of the things that attracts attention is how to manage their workforce. Because for an achievement of the quality of educational products is needed human resource management. So the school must pay attention and manage the educators and students namely human resources in the school environment to better integrate education, which follows the standards set. So with this quality of educators, students and administrative staff at this school is very interesting researchers to study.

Based on the survey results, the researchers wanted to find out how the management process carried out to run schools that have a lot of achievements even though the status of private schools where so many schools are scattered in the city of Manado, the status of public or private who also has achievements. However, it can be proven by this school that with so stringent challenges, it makes them more motivated to build better schools and produce achievements that are quite contemplated in the city of Manado even in North Sulawesi Province. Because the basis and principles of education are of good quality because there are also qualified human resources, so researchers want to see how human resource management is implemented and how it is implemented. This study aims to determine the results of the analysis and interpretation of: 1. Human Resource Management Planning at Prisma Manado High School 2. Implementation of Human Resource Management in Prisma Manado High School 3. Evaluation of Human Resource Management at Prisma Manado High School 4. Findings of the Application of Human Resource Management in Prisma Manado High School

2. Literature Review

2.1 Concept of Education Management

The essence of management is the activity of working through others to achieve various results. Through

management, the process of integrating various resources and tasks is carried out to achieve various organizational goals. One of them is human resources or energy management. The term human resource management is a translation of the English term Human resource management and means managing human resources (Kambey, 1999: 3) ^[9]. Understanding of human resources according to Nawawi in Kambey (1999: 3) ^[9] is as follows:

- a) Human Resources are people who work in an organizational environment
- b) Human resources are human potentials as an activator of an organization in realizing their existence
- c) Human resources are potentials that are assets and function as capital in business organizations that can be realized as physical and non-physical potentials in realizing the organization's existence.

Human Resource Management is the empowerment of the development, assessment, remuneration, and management of individual members of an organization or group of employees. Human Resource Management also involves the design and implementation of planning systems, employee organization, employee development, career management, performance evaluation, employee compensation, and good employment relations. (Simamora, 2006: 5) ^[17]. According to Flippo (2000: 11) ^[5], "Personnel management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished."

That personnel management is planning, organizing, directing and controlling the procurement, development, compensation, integration, maintenance and dismissal of employees with the aim of realizing corporate, organizational, individual and community goals. Meanwhile, according to Hasibuan in Martoyo (2008: 10) ^[7]. Human resource management is the science and art of managing relationships and the role of the workforce to be effective and efficient in helping the realization of company and community goals.

2.2 School Human Resource Management

There are two employment groups in schools (Darmawan, 2006: 34), namely:

- a) Educational or academic staff, namely teachers. There are permanent teachers, non-permanent teachers and assistant teachers.
- b) Non-educative or administrative staff. There are permanent employees and temporary / non-permanent employees.

Managing management, starting from (1) needs analysis, (2) employee planning, which is an activity to determine the needs of employees both quantitatively and qualitatively for now and the future. (3) Employee recruitment / procurement of employees is an activity to meet the needs of employees in an institution, both in number and quality. To get employees in accordance with needs, carried out with employee recruitment activities, namely efforts to find and get prospective employees who meet as many conditions as possible, to then be selected the best candidates and qualified. (4) Development, (5) prizes and sanctions (reward and punishment), (6) work relationships, (7) performance

evaluation of school workforce (teachers, administrative staff, laboratory assistants, etc.) can be done by schools, except those concerning wages. Compensation for the recruitment of civil servant teachers, which is still being handled by the bureaucracy above.

So far, the HR function has been seen more as a manager of personnel administration or supervisor of company regulations in the area of employment. The HR function has so far played more roles in matters relating to the conduct of industrial relations in the company, such as making Company Regulations/Collective Labor Agreements, establishing cooperation with the Ministry of Labor, resolving disputes between companies and trade unions or employees (Mangkunegara, 2005: 20) ^[12]. In order to support the top leaders and line managers in the company in implementing strategic steps that are appropriate to compete in the global market, the HR function is required to redefine its role within the company. The demand for a new role in the HR function is in line with the message conveyed by Ulrich in Prawirosentono (1999: 54) ^[14]: "In the field of Human Resources, death rites have been proclaimed, eulogies written and funerals prepared for the demise of the HR Function. But these eulogies are premature. HR as we know it (with images of policy police, regulators, administrative guardians) has passed, and the rise of the new HR is well underway".

From the above expression, it can be seen that the traditional role of the HR function, which has so far existed, can no longer be fully maintained as before, if the function wished to remain present in the business. This traditional role is not insignificant, but the traditional role must be expanded and enriched. For this reason, the HR function in the company must have begun to change its role, from a traditional passive role player, to a role player who acts proactively and adds value to the company.

3. Research Method

This study uses qualitative methods, because the problems in this study are unclear, holistic, complex, dynamic and full of meaning. On the other hand researchers intend to understand social situations in depth, find patterns, hypotheses and try to find theories related to Natural Resource Management that are carried out in the field. This research was conducted at Prisma Manado High School. While the Research Time was carried out for 3 months, from December 2019 to February 2020. The researcher himself became the main instrument in this study, because researchers were present in the field in the conduct of this study (Sugiyono 2009: 292) ^[19]. In its implementation, researchers used research facilities in the form of notebooks, tape recorder and camera interviews.

Information and data taken came from several components such as: Principal, Foundation, Teachers, staff employees and school committees. Sources of non-human data come from books, scientific magazines, school documents, publications. To uncover data about how the implementation of Human Resource Management in Prisma Manado High School needed data collection methods and tools. In this study used the method of documentation, observation and interviews. In the initial stage, the researcher made preliminary observations by visiting schools and collecting preliminary data through documents that could support this research. At the same time the researcher asked for permission to conduct further research from the School

Principal. Observation in this research observations were made by observing while making selective notes about Human Resource management. In carrying out this activity the researcher observes, asks, understands, and analyzes everything that happens at the research location with the help of research support facilities. The observations used in this study are systematic observations, that is observations that have been determined in advance by their framework. The reason for using observation is to know the implementation of the Human Resource management components and the results are used to complete the discussion.

In this study the document method is used to search for data to complement and strengthen the data that has been obtained. In this study the documents used are employment documents that can be provided by the school. Researchers also sought documents regarding the management of Prisma Manado High School Human Resources from available data that were publicly available and data provided by the Ministry of National Education. School personnel documents will be distinguished from school Human Resources management and foundations. After conducting initial observations, researchers conducted two ways of data collection through interviews and research observations. Interview / interview is a method used to get answers from respondents by way of unilateral questions and answers. It was said unilaterally because in this interview respondents were not given the opportunity to ask questions. In this study the researcher conducted a direct interview with the Principal, Foundation, Teachers, staff and school committee to obtain information directly from the parties concerned and the results are used to complete the discussion.

Data analysis was carried out with the following steps: 1. Reduction of data, by making abstractions and summarizing the things that become the basis of analysis 2. Arrange unit data to make it easier to describe each problem 3. Categorizing data 4. Check the validity 5. Making interpretations and making decisions. Validity of the data in this study, the triangulation method was used. Triangulation is a data validity checking technique that utilizes something other than the data for checking purposes or as a comparison of that data, the most widely used triangulation technique is checking through other sources. In this study, researchers tried to compare and check back the degree of trust in information that has been obtained through time and different properties, by: a) Comparing observational data with interview data. b) Comparing what people say in public with what is said in private. c) Comparing the results of the interview with the contents of a related document. Member check is one of the important ways at the end of the interview as well as during the research. The researcher repeats in broad outline what the informant has said in order to be able to correct if there is a mistake or add to what is still lacking or the researcher checks the results of the interview to get a proper understanding or see any deficiencies that might be there to be more established.

4. Result and Discussion

4.1 Implementation of Human Resource Management in Prisma Manado High School.

The principal as a manager has made an annual, semester, and evaluation program planning program and various activities to be carried out, human resource management, provision of facilities and infrastructure, creating a

conducive school climate, and providing guidance to school residents. The principal also always motivates teachers by increasing welfare and opportunities to ask questions in a pleasant atmosphere, involving teachers in training to develop and improve abilities. In terms of supervision, the Principal also supervises the making of teacher administration such as making semester programs, making lesson plans, both directly and indirectly. All are evaluated periodically at least at the end of the semester and in the new school year. This is done to find out whether the activities carried out have been carried out well.

Furthermore, in improving teacher professional competence required the application of good management, besides that the people in the school must establish good cooperative relations, motivate each other and provide ideas that can develop their professional competence. Opportunities in fostering professional competence from the results of the study indicate that there are opportunities in developing the professional competence of teachers to the fullest through education, training, educational seminars, and mastery of IT. Therefore, teachers with their competencies such as professional competence determine the success or failure of the school in achieving its goals effectively and efficiently. In improving professional competence, teachers must continue to strive to develop and utilize existing momentum such as continuing education, attending training and educational seminars, and not stopping developing their professional competencies. Being a professional teacher, a teacher is required to have several things, namely having a commitment to students and the learning process is important, the teacher deeply masters the learning material to be taught and how to teach it to students, the teacher monitors student learning outcomes through various evaluation techniques, the teacher is able to think systematically about what he does and learn from experience, and the teacher should be part of the community and learn in his professional environment.

Teacher performance is not only seen in the aspect of teaching activities in the classroom, but more than that it is also seen in the aspects of educating, training, guiding and directing activities, by conducting extracurricular activities carried out every week. In the realm of activities, the application of human resource management in the management of education must be oriented to the effectiveness of all aspects of school education both in growth and development. Because schools are educational institutions that uphold the quality of human resources that are beneficial to the community, nation and state. According to the results of research conducted by researchers, it can be understood that the application of human resource management if implemented properly will have a positive influence on improving teacher performance.

In terms of HR planning, recruitment and selection of new teachers / teachers, Prisma Manado High School does not conduct internally but is carried out by the government in this case the Education Office which will assign staff or teachers to the school. In terms of placement, especially the homeroom teacher can be done by the principal together with the teachers by holding a meeting to determine the homeroom teacher in each class. Development and training carried out by the government by requesting teacher messengers in accordance with training materials in their respective schools and at the district level. Furthermore, the performance appraisal is carried out by the Principal and

School Superintendent who is appointed to assess the performance of the teacher by referring to the assessment standards set by the government. Compensation / giving honorarium or incentives given by the principal to the teacher in accordance with the duties and responsibilities and activities given to him. The four procedures of human resource management have been carried out well by the principal. As for obstacles in the application of human resources in SMA Prisma Manado, specifically in terms of implementing tasks in the classroom, there are still teachers who carry out learning not doing the preparations needed as a teacher professionals like preparing lesson plans and preparing learning media when they want to start learning in the classroom.

In addition, in the process of implementing learning, there are still a handful of teachers who do not carry out initial activities, core activities and closing activities properly. In the initial activity, for example, only praying together, but not doing attendance and apperception. In the core activities for example students are immediately given the assignment contained in the textbook without giving adequate explanation. In closing activities, for example, sometimes praying is sometimes not possible without giving a review. In the aspect of understanding of students it can be said that teachers do not understand the state of their students. Whereas in terms of assessing and evaluating it has been implemented well. Some of the obstacles mentioned above, in the view of the researcher, lie more on the issue of teacher's personal awareness than on the principal's control system. To overcome these obstacles, school principals should be more creative in creating systems or control mechanisms for learning activities carried out by teachers. However, the key to the above problems lies in the personal awareness of the teacher in carrying out his assignments in the classroom. Even though the supervision mechanism has been designed as well as possible, but it is not supported by an awareness of teacher professionalism, the improvement of teacher performance will not be able to build as well as expected.

4.2 Evaluation of Human Resource Management at Prisma Manado High School

Human Resources Control at Prisma Manado High School In the world of education, as an effort in controlling human resource management is the success of the learning process and the results are fun and have an impact on the quality of education. Efforts that human resources in the High Schools in the High Schools in Prisma Manado are needed to control human resources. The management of human resource management at Prisma Manado High School is classified as organizational or operational. This can be explained as follows:

- a) **Organizational method:** The organizational method evaluates the actions of the whole organization or its parts. Measurement standards such as permurid unit costs, teacher-student ratios, repetition and dropout rates, etc.
- b) **Operational control method:** Operational control measures the efficiency of actions from day to day and shows areas that immediately require corrective action. For example, textbooks that are necessary for the teaching process when needed are not available, the presence of teacher-students and other education personnel must comply with a predetermined schedule

of educational and teaching activities (Sutisna, 1998: 205) ^[21].

Control of education certainly cannot be separated from the management system in the overall pattern of activities. This monitoring activity is important to know the strengths and weaknesses in the end of the implementation of education management. With the implementation of this function, the organizational leader can obtain information back that is of great benefit in the context of efforts to improve and adjust. Supervision is aimed at planning, implementation and at the end of the operation. The focus of attention is generally on the side of weaknesses for immediate improvement (Sutisna, 1998: 206) ^[21]. In accordance with the management function, the activity phase should be supplemented by supervision to manage the work of each component towards achieving goals. Likewise, in particular pre-school activities and education, supervision is always there. Formerly this control was called "inspection" because it was indeed the purpose, namely to oversee someone's mistakes in carrying out their work (Arikunto, 2008: 369) ^[1].

4.3 Application of Human Resources Management at Prisma Manado High School

The obstacles that arise from the results of the interview above are the lack of teaching staff both civil servants and honorariums, this condition turns out to have an impact on educational services in schools ie certain subjects cannot be provided by teaching staff who have these skills. Completeness of learning will be disrupted or even not able to run at all. This cannot be blamed entirely on the teaching staff because it is not their expertise, this creates omission which results in the teaching and learning process of not quality. Then also the condition of increasing skills and the quality of teaching staff is still lacking where the school is only waiting from outside parties for training and seminars on school education. Then also the desire of the honorary teacher who chooses to drop out or move from the school is caused by the workload that is pretty much not adjusted to the incentives that should be obtained.

From interviews with several informants it is known that the school has tried its best to answer all the problems faced by teachers and even students. The rules that have been set and implemented are a process of improving the quality and quality of education in Manado Prisma High School. As it is known that the lack of discipline violations committed by school residents, but still seeing the various school achievements that have been obtained are achievements that need to be maintained, it is affected by improving the quality of teachers through training and seminars that have been followed by teachers.

5. Conclusion

1. Human resource planning (HR) is a process related to the implementation of management functions or human resource management which is directly submitted to the school education unit to be developed in accordance with the potential of the school. The scope of human resource planning (HR), which includes (1) planning of teachers and employees, (2) procurement of teachers and employees, (3) guidance and development of teachers and employees, (4) promotion and transfer, (5) dismissal teachers and employees, (6) compensation, and (7) teacher and employee assessments. All of that

needs to be done properly and correctly so that what is expected can be achieved, namely the availability of educational staff needed with appropriate qualifications and abilities and can carry out work well and of high quality.

2. The implementation of human resource management at Prisma Manado High School can be seen from; First, the placement of the homeroom teacher is carried out in a joint meeting to discuss and decide who the teachers will be as guardians in the low class and high class also pay attention to the abilities and conditions of the individual teachers concerned. Second, training and development of human resources is done by sending teachers in accordance with training materials held by the government, in addition, teachers also participate in teacher group activities formed by each sub-district which are used as a place of sharing for teachers. Third, the performance appraisal is carried out by the Principal and the foundation both using qualitative and quantitative model assessment methods and all of them have had a positive impact and influence both for the school and for school personnel, especially teachers. Fourth, compensation / honorarium incentives made by the Principal with the foundation are adjusted to the tasks, workload and activities carried out by the teacher so that they are in line with expectations and become a motivation for teachers to improve their performance to advance the school.
3. How to Evaluate Human Resource Management in Prisma High School.
3. Evaluation of the management system in the overall pattern of activities carried out by the school. Where supervision activities are important it means to know the advantages and disadvantages in the end of the implementation of education management. With the implementation of this function, the organizational leader can obtain information back that is of great benefit in the context of efforts to improve, and adjust.
4. Obstacles that arise due to lack of teaching staff both civil servants and honoraria in accordance with expertise. Then the lack of improvement in the quality of teachers through seminars and training from both the school and outside parties. So many honorarium teachers opt out because the workload does not match the incentives. Improved school performance that has been obtained is an achievement that needs to be maintained, it is affected by improving the quality of teachers through the addition of training and seminars that have been followed by teachers.

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