

HUMAN RESOURCE MANAGEMENT IN EDUCATION

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Abstrak *This research aims to analyze the crucial role and implementation of Human Resource Management (HRM) in enhancing the effectiveness and quality of the education system. HRM in the educational context focuses on managing teaching and non-teaching personnel (teachers, lecturers, administrative staff) as the primary strategic asset of the institution. The methodology employed is a literature review (or case study/qualitative study, depending on the research focus) that explores current HRM practices across various educational levels. The findings indicate that effective HRM implementation covers several core functions, including: HR planning (forecasting needs for teachers and staff), recruitment and selection (ensuring relevant competencies and qualifications), career development and training (continuous professionalism and pedagogical improvement), performance appraisal (evaluation based on performance and its impact on student learning), and compensation and maintenance (fair incentives and a conducive work environment). This study concludes that an integrated and development-oriented HRM will directly contribute to improving the quality of learning, institutional productivity, and personnel job satisfaction. Key recommendations include the need to adopt an adaptive HRM framework, focus on talent management for high-performing teachers, and continuous investment in digital and pedagogical competency development. The application of strong HRM principles is essential for addressing the challenges of education in the modern era. Kata kunci: Human Resource Management (HRM), Education, Professional Development, Quality of Education.*

Introduction

The development of science and technology today continues to evolve in line with the progress of the times (Hadijaya et al., 2024). This development significantly influences human lifestyles and habits; moreover, without filters to mediate these advancements, it will undoubtedly impact human performance across various sectors, including education (Nur Huda & Mahfud, 2024). Human resources play a major role in the implementation of education. As a process, education cannot be separated from the role of human resources, as they constitute one of its most vital aspects (Khasanah, 2024). Furthermore, humans always play an active role in every organizational activity, serving as planners, actors, and determiners in achieving organizational goals.

Goals cannot be realized without the active participation of employees, no matter how sophisticated a company's tools may be. This also applies to the world of education, specifically because the learning process carried out by educators cannot be replaced by technology (Bukhori & Rindaningsih, 2025). To ensure that human resources function effectively and efficiently, proper management is required, spanning from the planning stage to the final stage of management functions (Hadi Latif et al., 2024). Discussing the existence of human resources (HR) in educational organizations is essential because HR plays a significant role in both administrative

and operational aspects of the educational process (Husaini & Utama, 2021). Human resources must be managed well so they can perform according to their functions (Renanda & Jamilus, 2024). This is why Human Resource Management (HRM) is necessary.

In English, "Manajemen Sumber Daya Manusia" is referred to as "Human Resource Management" (Rohmanto et al., 2023). Humans are part of the resources required by a company or organization. However, in practice, many management policies still fail to consider the importance of the human resource role (Husaini & Utama, 2021); thus, from this definition, it can be analyzed that policy-making often overlooks human resource interests. The management of human resources is a crucial aspect of the general education process. Therefore, human resource management functions must be implemented optimally so that individual, organizational, and institutional goals can be achieved (Bukhori & Rindaningsih, 2025). Additionally, with sound human resource management procedures, it is expected that the challenges faced by the Indonesian nation – specifically regarding competitiveness – can be overcome.

Human resource management can be defined as the process and effort to develop, motivate, and evaluate the overall human resources required by a company to achieve its objectives (Fadhilah et al., 2024). This definition encompasses everything from selecting qualified individuals who are fit to occupy specific positions within an organization – applying the principle of "the right man on the right place" – to ensuring these qualifications are maintained, enhanced, and developed over time (Renanda & Jamilus, 2024). Because human resource management is a continuous process that aligns with the educational process itself, attention to human resources holds a special place within educational organizations. In a corporate organizational structure (as a comparison to educational institutions), especially in medium and large enterprises, the department responsible for managing human resource affairs, alongside the managing director, is the Human Resources department, commonly known as the Personnel department (Hafiedh Hasan, 2022). Thus, based on this understanding, it can be analyzed that human resource management is a process that must develop, motivate, and evaluate all human resources to ensure a company reaches its targets or goals.

In educational institutions, HR includes everyone from teachers to cleaning staff. Educators and educational personnel are involved in organizing teaching, training, researching, developing, managing, and providing technical services in the field of education. These personnel in schools include teachers (educators), educational unit managers, librarians, laboratory assistants, and learning resource technicians. Specifically in inclusive schools, the teachers involved are classroom teachers, subject teachers, and special assistant teachers (Bukhori & Rindaningsih, 2025). HRM is directly linked to personnel planning. Personnel planning is the process of forecasting, developing, implementing, and controlling, which ensures that an institution has the correct number of employees placed in the right positions at the right time, economically and beneficially (Husaini & Utama, 2021).

In addition to personnel planning, mapping manpower requirements is also vital to determine the necessary staff and to identify the quantity and qualifications required for each organizational unit, both qualitatively and quantitatively, to meet organizational needs (Zulwiddi & M, 2023). This study aims to understand and analyze the concepts and practices of human resource management (HRM) within the context of education, as well as to identify various approaches and strategies in HRM at educational institutions.

Method

This study uses the library research method, which involves collecting and analyzing relevant literature to identify various approaches and strategies in human resource management in educational institutions. This research is a qualitative descriptive research that focuses on the analysis of existing literature. The goal is to describe and interpret concepts and findings related to human resource management in education. The data source consists of two, namely primary sources: books, journal articles, research reports, and dissertations that discuss human resource management in education. Secondary sources: news articles, reports of educational organizations, and publications from relevant educational institutions.

The data collection procedure consists of identifying the literature: identifying relevant literature using keywords such as "human resource management", "education", "human resources in education", "management of educators", and "performance of human resources in schools". Literature selection: selecting the most relevant and credible literature based on criteria such as the reputation of the publisher, author, and relevance to the research topic. Data collection: collecting information and data from the selected literature, recording important points and relevant findings (Sugiyono, 2017).

Data analysis consists of data classification: classifying data based on key themes such as HR planning, recruitment, development, performance appraisal, and educator management. Data synthesis: combining findings from various sources to get a comprehensive picture of HR management in education. Data interpretation:

interpreting data to identify patterns, relationships, and practical implications of research findings. Validity and reliability To ensure the validity and reliability of the research, the author will: use credible sources: choose recognized and trusted sources in the field of HR management and education. Data source triangulation: using multiple data sources to verify findings. Peer review: ask peers to review findings and interpretations to reduce researcher bias (Bandur, 2016).

Result and Discussion

Definition of Human Resource Management

Various terminologies – including labor management, personnel administration, manpower management, human resource management, and industrial relations – are frequently used to refer to the management of human resources (Husaini & Utama, 2021). The phrase "human resource management" has replaced older terms, representing a shift in the understanding of the critical functions and the significance of human resources within a business. Effective human resource management has become increasingly complex, leading the field of HRM to become more professional and scientific in nature (Agustina et al., 2024).

The aspects of organizing, planning, implementing, and controlling are all encompassed within general management, which includes human resource management. Based on various experiences and findings from field studies, human resources are viewed as increasingly vital in achieving organizational goals (Renanda & Jamilus, 2024).

The following are several views from experts regarding the concept of personnel management (Hadi Latif et al., 2024):

- a. Edwin B. Flippo, stated that personnel management is the process of planning, organizing, directing and controlling the procurement of labor, development, compensation, integration, maintenance and termination of employment with the intention of achieving the goals or objectives of individuals, organizations, and the community.
- b. Andrew F Sikula, stated that personnel administration is the placement of people into an organization/institution. The implementation of human labor is the procurement, maintenance, placement, indoctrination, training and education of human resources. John
- c. Miner and Mary Green Miner, stated that personnel management is defined as the process of developing, implementing, and evaluating policies, procedures, methods, and programs that relate to individual employees in an organization.
- d. Michel J. Jucius, stated that personnel management is a field of management related to the planning, organization, and control of various functions of procurement, development, maintenance, and utilization of labor in such a way that (1) the goals for which the association is established and achieved efficiently and effectively, (2) the goals of all employees are served to the optimal level, (3) the goals of the community are paid attention to and served well.

Based on this definition, it can be concluded that human resource management is a strategy in implementing management functions in every activity or operational function of human resources aimed at the achievement of the organization effectively and efficiently.

The Function of Human Resources in Education

The functions of human resource management include planning, organizing, deploying, controlling, procurement, development, compensation, integration, maintenance, discipline, and dismissal (Zulwiddi & M, 2023). Organizing, is an activity to organize all employees by establishing the division of labor, labor relations to achieve goals (Fadhilah et al., 2024). Directing is the activity of directing all employees, so that they are willing to cooperate and work effectively and efficiently in helping to achieve the goals of the company, employees, and society (Bukhori & Rindaningsih, 2025). Controlling, is the activity of controlling all employees, in order to obey company regulations and work according to the plan (Husaini & Utama, 2021). Procurement is the process of withdrawing, selecting, placing, onboarding, and inducing employees to get employees who suit the Company's needs (Fadhilah et al., 2024). Development is the process of improving the technical, conceptual, and moral skills of employees through education and training. The education and training provided must be in accordance with the needs of current and future jobs (Hafiedh Hasan, 2022). Compensation is the provision of direct and indirect remuneration, money or goods to employees in return for services provided to the Company (Hadi Latif et al., 2024). Integration is an activity to unite the interests of the company and the needs of employees, in order to create harmonious and mutually beneficial cooperation (Mudarya, 2025). Maintenance is an activity to maintain or improve the physical, mental, and loyalty condition of employees, so that they will continue to work until

retirement (Zulwiddi & M, 2023). Discipline is the most important function of human resource management and the key to the realization of goals because without good discipline it is difficult to realize maximum goals (Renanda & Jamilus, 2024). Separation is the termination of a person's employment relationship from a company (Hafiedh Hasan, 2022).

Discussion

Scope of HR Management

Human resource (HR) management is part of management. Therefore, general management theories are the basis for discussion. MSDM focuses more on the regulation of human roles in realizing optimal goals (Bukhori & Rindaningsih, 2025). This arrangement includes the problems of planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and dismissal of labor to help realize the goals of the organization/institution, employees, and society (Hadi Latif et al., 2024). The following is the scope of HR management in MBS which includes:

a. Employee Planning

Employee planning is an activity to determine the needs of employees, both quantitatively and qualitatively for the present and the future. The preparation of a good and appropriate personnel plan requires complete and clear information on the work or tasks that must be carried out in the organization. Therefore, before preparing a plan, a job analysis and job analysis are carried out to obtain a job description. This information is very helpful in determining the number of employees needed, and also to produce job specifications, this job specification gives an idea of the minimum quality of employees that are acceptable and that are necessary to carry out the work properly (Agustina et al., 2024).

It can be concluded that the human resource planning process is a way to set implementation goals and guidelines and becomes the basis for employee control/control.

b. Objectives of Human Resource Planning

The following are some of the objectives of human resource planning which include (Purwati et al., 2024)

- 1) To determine the quality and quantity of employees who will fill all positions in the organization/institution.
- 2) To ensure the availability of current and future workers, so that every job has someone to do it.
- 3) To avoid the occurrence of management errors and overlap in the implementation of tasks.
- 4) To make it easier to coordinate, integrate, and synchronize so that work productivity increases.
- 5) To avoid or overwork.
- 6) To be a guideline in establishing a program of withdrawal, selection, development, compensation, integration, maintenance, discipline, and dismissal of employees.
- 7) To be a guideline in carrying out mutations

c. Human Resource Planning Procedures

The following are some of the human resource planning procedures that include:

- 1) Clearly determine the quality and quantity of human resources needed.
- 2) Collect data and information about human resources.
- 3) Classify data and information and analyze it.
- 4) Establish several alternatives.
- 5) Choosing the best of the existing alternatives becomes a plan.
- 6) Inform the employees of the plan to be realized.

With the procedures that have been established, it is hoped that in the human resource planning process it will avoid unwanted mistakes.

d. Procurement of Employees

Employee procurement is an activity to meet the needs of employees in an institution, both in quantity and quality (Hafiedh Hasan, 2022). To get employees who meet their needs, recruitment activities are carried out, which are efforts to find and get as many qualified employee candidates as possible, to then select the best and capable candidates (Hadi Latif et al., 2024).

For this purpose, it is necessary to make a selection, through oral, written, and practical exams. However, sometimes, in an organization, the procurement of employees can be brought in internally or from within the

organization only, either through promotion or mutation. This is done if the formation is slightly empty, while in other parts there is an excess of employees or it has been prepared.

Employee procurement must be based on the principle of what, new, who, What means we must first determine the job based on the job description. Which means we are just looking for the right people to occupy the position based on the job specifications. The recruitment of prospective employees should be done properly, so that the employees who are accepted are in accordance with the needs of the work to be carried out (Hafiedh Hasan, 2022). The following are the processes or steps taken in the procurement of employees which include:

- 1) Forecasting labor needs is intended so that the number of current and future labor needs is in accordance with the workload, vacancies can be avoided and all work can be done.
- 2) Recruitment is the process of finding and attracting workers to get a number of applicants from various sources, according to the qualifications needed by an organization or institution.
- 3) Selection is the first effort that must be made by an organization/institution to obtain qualified and competent employees who will serve and do all work in the organization/institution. The implementation of selection must be carried out honestly, carefully, and objectively so that the employees who are accepted are truly qualified to serve and carry out their work, so that the coaching, development, and arrangement of employees becomes easier.
- 4) Placement, orientation, and induction of employees is a follow-up to the selection, namely placing prospective employees who are accepted (passing the selection) in positions/jobs that require them and at the same time delegating authority to that person. The right placement of employees is one of the keys to obtaining optimal work performance from each employee, in addition to work morale, creativity, and initiative will also develop.

Orientation or introduction for each new employee must be done to state that they are truly welcome with open arms to become employees who will cooperate with other employees in the organization/institution. With orientation, doubts, awkwardness, and new employees' confidence in doing their jobs can be overcome.

Employee induction is an activity to change the behavior of new employees so that they adjust to the rules of the organization/institution. Induction is basically the duty of the employee's direct supervisor so that the new employee realizes that he must obey the rules of the organization/institution and do his duties well.

It can be concluded that employee procurement includes the process of recruitment, selection, placement, orientation and induction to get effective and efficient employees to help achieve the goals of the organization/institution.

e. Staff development and development

Organizations always want their personnel to carry out their duties optimally and contribute all their abilities to the benefit of the organization, and work better day by day (Renanda & Jamilus, 2024). In addition, employees themselves, as human beings, also need improvement and improvement in themselves, including in their duties (Mudarya, 2025). In this regard, the function of fostering and developing employees is an absolutely necessary personnel management function, to improve, maintain, and improve employee performance. This coaching and development activity is not only about the ability aspect, but also about the career of employees (Zulwiddi & M, 2023).

Employee development is considered to be increasingly important because of the demands of jobs or positions, as a result of technological advances and the increasingly fierce competition among similar organizations/institutions. Every organization/institution personnel is required to be able to work effectively, efficiently, the quality and quantity of work are good so that the competitiveness of the organization/institution is greater. This development is carried out for non-career and career purposes for employees (new or old) through training and education (Turmidzi & Istianah, 2022).

It can be concluded that employee development and development (education and training) needs to be carried out by every organization/institution because it will provide benefits for the organization/institution, employees, and the consumer community.

f. Promotions and mutations

Promotion is a transfer that increases the authority and responsibility of employees to higher positions in an organization so that their obligations, rights, status, and income are greater (Renanda & Jamilus, 2024). With promotion, it means that there is trust and recognition about the ability and ability of the employee concerned to occupy a higher position. That way employees will be encouraged to work hard, be enthusiastic, disciplined, and achieve work achievements so that the goals of the organization/institution can be optimally achieved.

One of the follow-ups carried out from the results of employee performance assessments is employee mutation. Because with the assessment of employee achievements, the employee's proficiency in completing the job description charged to him will be known. This mutation must be based on the achievement index that can be achieved by the employee concerned. It can be concluded that mutation is included in the employee development function, because the goal is to increase the efficiency and effectiveness of work in the organization/institution.

After obtaining and determining the prospective employees to be accepted, the next activity is to try to make the prospective employees become legal members of the organization so that they have rights and obligations as members of the organization/institution. In Indonesia, for civil servants, the first promotion or appointment is usually appointed as a civil servant with a probationary period of one or two years, then follows pre-service training and after graduation is appointed as a full civil servant. After the appointment of employees, the next activity is placement or assignment (Bukhori & Rindaningsih, 2025).

g. Employee Dismissal

Dismissal is the termination of an employee's employment relationship with an organization/institution. With dismissal, it means the end of the employee's work attachment to the organization. Dismissal of employees is a personnel function that causes the release of the organization and personnel from their rights and obligations as workplace institutions and as employees. In relation to education personnel in schools, especially Civil Servants, the reasons for dismissal of these employees can be grouped into three types, namely:

1. Dismissal at your own request
2. Dismissal by the service and the government
3. Dismissal for other reasons.

Dismissal at the request of the employee's own application, for example because of a change of job aimed at improving their fate. Dismissal by the agency or government can be done for the following reasons:

- a) The employee in question is incapable and does not have the ability to carry out his duties properly.
- b) Downsizing or simplifying the organization.
- c) Rejuvenation, usually employees who are 55 years old and entitled to retire must be dismissed within a period of one year.
- d) Not mentally and physically healthy so that they cannot carry out their duties properly.
- e) Committing a criminal offense so that he is sentenced to prison or confinement.
- f) Violating the oath or promise of civil servants.

h. Compensation

Compensation is the remuneration that the organization provides to employees, which can be assessed in terms of money and has a tendency to be given on a regular basis (Hafiedh Hasan, 2022). Compensation in addition to salary can also be in the form of allowances, housing facilities, vehicles, and others. The provision of this compensation is no longer seen as satisfying material needs but has been associated with human dignity and dignity.

i. Employee Evaluation

To see if the employees who are trained and developed benefit from what they do, it is necessary to evaluate or assess their achievements. Work achievement is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Hasnadi, 2021). For the assessment of education personnel, it is focused on individual achievements and their participation in school activities. For employees, appraisals are useful as feedback on various things, such as abilities, fatigue, shortcomings, and potentials which in turn are useful for determining goals, paths, plans, and career development. For schools, the results of the work performance assessment of education personnel are very important in making decisions on various matters, such as the identification of school program needs,

admission, selection, introduction, placement, promotion, reward system, and other aspects of the overall effective process of human resources (Rohmanto et al., 2023).

It can be concluded that employee assessments must be carried out to determine the achievements that can be achieved by each employee.

The results of the assessment can be used by organizations/institutions in determining the next policy action. In the field of educators and education personnel, school education units carry out programs with the following management standards:

- a. Schools/madrasas develop programs for the empowerment of educators and education personnel.
- b. Educator Empowerment Program and Education Facilitator:
 - 1) Prepared with attention to the standards of educators and education personnel;
 - 2) It is developed in accordance with the conditions of the school/madrasah including the division of duties, overcoming when there is a shortage of manpower, determining the award system, and professional development for each educator and education staff and applying it professionally, fairly, and openly.
- c. The appointment of educators and additional education personnel is carried out based on the provisions set by the school/madrasah administration.
- d. Schools/madrasas need to support efforts to:
 - 1) Promotion of educators and education personnel based on the principles of usefulness, propriety, and professionalism;
 - 2) Development of educators and education personnel who are systematically identified in accordance with individual aspirations, curriculum needs and schools/madrasas;
 - 3) The placement of education personnel is adjusted to the needs of both the number and qualifications by setting priorities;
 - 4) The mutation of education personnel from one position to another is based on position analysis followed by task orientation by the highest leadership of the school/madrasah which is carried out after four years, but can be extended based on justifiable reasons, while for additional education personnel there is no mutation.
- e. Schools/madrasas use:
 - 1) The principal of the school/madrasah carries out his duties and responsibilities as the head of the management of the school/madrasah;
 - 2) The deputy principal of SMP/MTS carries out his duties and responsibilities as an assistant principal of school/madrasah;
 - 3) The deputy head of SMA/SMK, MA/MAK for curriculum carries out his duties and responsibilities as an assistant principal of school/madrasah in managing the curriculum;
 - 4) The deputy head of SMA/SMK, MA/MAK in the field of infrastructure facilities carries out his duties and responsibilities as an assistant principal of school/madrasah in managing infrastructure facilities;
 - 5) The deputy head of SMA/SMK, MA/MAK for student affairs carries out his duties and responsibilities as an assistant principal of a school/madrasah in managing students;
 - 6) The deputy head of the vocational school for industrial relations carries out his duties and responsibilities as an assistant principal of the school/madrasah in managing partnerships with the business world and the industrial world;
 - 7) Teachers carry out their duties and responsibilities as learning agents who motivate, facilitate, educate, guide, and train students so that they become quality human beings and are able to optimally actualize their human potential;
 - 8) Counselors carry out their duties and responsibilities in providing guidance and counseling services to students;
 - 9) Trainers/instructors carry out their duties and responsibilities to provide technical training to students in training activities;
 - 10) Library staff carry out their duties and responsibilities to carry out the management of learning resources in the library;
 - 11) Laboratory staff carry out their duties and responsibilities to help teachers manage practical activities in the laboratory;
 - 12) Learning resource technicians carry out their duties and responsibilities of preparing, maintaining, and improving learning facilities and infrastructure;
 - 13) Administrative personnel carry out their duties and responsibilities in organizing administrative

services;

- 14) Cleaning personnel carry out their duties and responsibilities in providing environmental cleaning services.

With the establishment of standards for the implementation of educator and education management programs, schools have guidelines in running and developing programs that have been prepared by the school.

With this, the principal's task as a human resource manager (HR) is not an easy job because the principal is required to work on education personnel management instruments to help the smooth running of SBM in the school he leads.

Conclusion

Human resources (HR) are an important aspect in every activity in an institution or organization. These human resources (HR) can function optimally if managed properly. Therefore, management is needed. Human resource management is a very important aspect in the education process in general. Therefore, the functions in human resource management must be carried out optimally so that the needs related to the goals of individuals, companies, organizations or institutions can be achieved.

Human resource management (HR) is a process related to the implementation of management functions or human resource management which is directly handed over to the school's educational unit to be developed according to the potential possessed by the school. The scope of human resource management (HR) includes (1) employee planning, (2) employee procurement, (3) employee coaching and development, (4) promotion and mutation, (5) employee dismissal, (6) compensation, and (7) employee assessment. All of this needs to be done properly and correctly so that what is expected can be achieved, namely the availability of the necessary education personnel with appropriate qualifications and abilities and can carry out work well and with quality.

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