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IMPLEMENTATION OF HR MANAGEMENT IN INCREASING TEACHER PERFORMANCE AT SDIT AL-FAJRI CAHAYA UMAT CIKARANG TIMUR

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Abstract: The purpose of this study is to find out and explain the implementation of Human Resource Management (HR) at SDIT Al-Fajri Cikarang Timur. This type of research is descriptive qualitative method with a case study approach that uses detail as well as observation. The results of the analysis found that the HR implementation of SDIT Al-Fajri Cikarang Timur was a) The description of HRM at SDIT Al-Fajri Cahaya Ummah can be seen in the managerial aspects of the principals and teachers. b) The implementation of human resource management at SDIT Al-Fajri Cahaya Ummah includes Man Power Planning (HR Planning), Recruitment & Selection (Recruitment and Selection), HR Placement, Training & Development (Training and Development), Performance Evaluation (Performance Evaluation), and Compensation&Benefit (Compensation and Benefit). Things that still need to be considered are the absence of TNA (Training Needs Analysis) or Training and Development Needs Analysis for teachers and the need to improve teacher welfare. c) In terms of teacher performance at SDIT Al-Fajri Cahaya Ummah, it is quite good, with the activities carried out by teachers both in the classroom during teaching and outside teaching hours. The classroom learning process is carried out according to the applicable curriculum by referring to the syllabus and lesson plans (Learning Implementation Plan). In addition, extracurricular activities such as scouting training, religious affairs, and sports outside class hours are also carried out.

Keywords: Management, Human Resources, Performance, Integrated Islamic Elementary School

INTRODUCTION

Every organization in the field of human resource management certainly wants at all times to have quality human resources in the sense of meeting the competency requirements to be utilized in an effort to realize the vision and mission to achieve the organization's short, medium and long term goals. In order to improve employee performance, various efforts are made by the leadership to improve the performance of its employees, the leadership evaluates

the human resource management carried out in the institution starting from planning, recruiting, to training activities, and employee development.

It is undeniable that in the world of education, human resources are very important because it is humans who carry out educational activities. Through education, humans can find out what is not yet known and through education humans can form their identity. Education is also a very strategic means to preserve the value system that develops in society. The educational process does not only provide knowledge and understanding (transfer of knowledge and understanding) to students, but is also expected to shape the attitudes, behavior and personality of students. According to the Law on the Indonesian Education System Number 20 of 2003 Article 3 that;

"National education functions to develop abilities and shape dignified character and national civilization in the context of educating the nation's life, aiming to develop the potential of students to become human beings who believe and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent and become democratic citizens and responsible".

One of the factors that measure the success of an educational institution or school is the performance of the teachers in the school. Teacher performance, teaching quality, teacher guidance and training are problems faced in the world of education that lead to the low quality of graduates. The failure of students in the world of education will always be addressed to the poor performance of teachers. Improving teacher performance, there must be things that affect it as said (Supardi: 2013) many factors affect the quality of a rake's performance, including: HR participation, career development, communication, occupational health and safety, conflict resolution, good incentives , and pride. So the improvement of teacher performance must always receive support and motivation, both the teachers themselves and other parties such as school principals, supervisors, and related agencies by holding various training and coaching in order to improve teacher performance. Based on the above, the author is interested in discussing "Implementation of HR Management in Improving Teacher Performance at SDIT Al-Fajri Cahaya Ummah" located at Bugelsalam No. 75 Rt. 001/002, Hegarmanah, East Cikarang, Bekasi, West Java.

LITERATURE REVIEW
Human Resource Management

An organization needs people who are skilled in the right field, place, and time in order to achieve its goals. Human resource management has programs and activities consisting of several parts, namely:

A. HR Planning

Human resource planning is a process to systematically look at the needs of human resources in order to obtain certainty of the existence of a number of workers with the appropriate skills when needed. It can also be interpreted as an action that will be taken to get a specified result within a certain period of time. Thus, planning is a thought process, both in outline and in detail of an activity carried out to achieve good and dynamic certainty

(H.Malayu S.P.Hasibuan: 2004).

B. Recruitment

According to T. Hani Handoko (2001) recruitment is defined as an effort to find qualified candidates for employees in a certain number, so that among them the organization can select the most appropriate people to fill existing job vacancies. Recruitment can also be interpreted as a process of determining the number of possible employees to be selected.

So recruitment is the process of seeking, finding, determining and determining the number of people from within and outside the organization as candidates for certain workers as stipulated in human resource planning, and is also an effort made to obtain the human resources needed to fill positions. certain positions that are still vacant, in addition, recruitment is an effort to regulate the composition of human resources in a balanced manner in accordance with the adjustments made.

C. Selection

Mangkuprawira (2003) explains that selection is the process of selecting the most suitable person for the specified position and for the organization concerned from the group of applicants/registrants. The function at this stage is the search can be as precise as possible so that the organization receives the right people. In addition, the selection is not only choosing the right employee from the point of view of the school organization but also from the point of view of the employee who chooses the organizational school that suits his wishes.

D. Orientation and Placement

Orientation is basically an effort to help new employees to recognize and understand their duties, organizational conditions, organizational policies, co-workers, beliefs, and others (Edy Sutrisno: 2014). Orientation programs are an important way to help new employees meet personal and organizational goals. In addition, the first interaction of new employees with school organizations has a long-lasting effect on employees, so the first meeting must be carried out properly, providing opportunities to learn about all fields, madrasa activities, guidance to new employees which will increase their satisfaction and productivity (Hadari Nawawi: 2015).

E. Training and development

Hadari Nawawi (2015) explains that the difference between training and human resource development lies in the focus of their activities, namely the focus of training activities is to improve work abilities to meet the demands of the most effective way of working today. Meanwhile, the focus of human resource development activities is to maintain and improve the company's existence as an effort to anticipate future business demands. So, training and development is carried out to improve the knowledge and skills of employees to face challenges and anticipate them in the future.

F. Performance assessment

Imam Wahyudi (2012) a person's performance appraisal is to find out how much they work through a structured formal system, such as assessing, measuring, and influencing work-related traits, behavior and outcomes including absenteeism levels. Performance appraisal has the following objectives:

1) Evaluation by determining salary;

2) Promotion, demotion, temporary dismissal, and dismissal of employees;

3) Objectives related to research, feedback, employee career development and organizational development, human resource planning, performance improvement and communication.

G. Compensation

According to Thomas H. Stone quoted by Suwatno and Priansa (2011) suggests that *"compensation is any form of payment to employees for work they provide their employer"*. Compensation is any form of payment given to employees in exchange for the work they provide to the employer. Meanwhile, according to Edwin B. Flippo quoted by Suwatno (2011) "compensation as the adequate and equitable remuneration of personal for their contribution to organization objectives". Compensation is the provision of appropriate and fair remuneration for services to employees because they have contributed to the achievement of the organization. So compensation can be interpreted as the overall remuneration received by employees as a result of carrying out their work in the organization in the form of money which can be in the form of salaries, wages, bonuses, incentives and other benefits such as health benefits, holiday allowances, meal allowances, and others.

Performance

Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or criteria targets that have been determined in advance and have been mutually agreed upon (Veithzal, 2005:97). Employee performance is not just information for promotion or salary determination for the company. However, how the company can motivate employees and develop a plan to remedy the slump can be avoided. Employee performance needs an assessment with a view to providing employees with a good opportunity for their career plans in terms of strengths and weaknesses, so that companies can determine salaries, provide promotions, and can see employee behavior. Performance appraisal is known as "performance rating" or "performance appraisal". According to Munandar (2008: 287), performance appraisal is the process of assessing personality traits, work behavior, and work results of a person's workforce or employees (workers and managers), which are considered to support their performance, which are used as consideration for making decisions about actions in the field of employment.
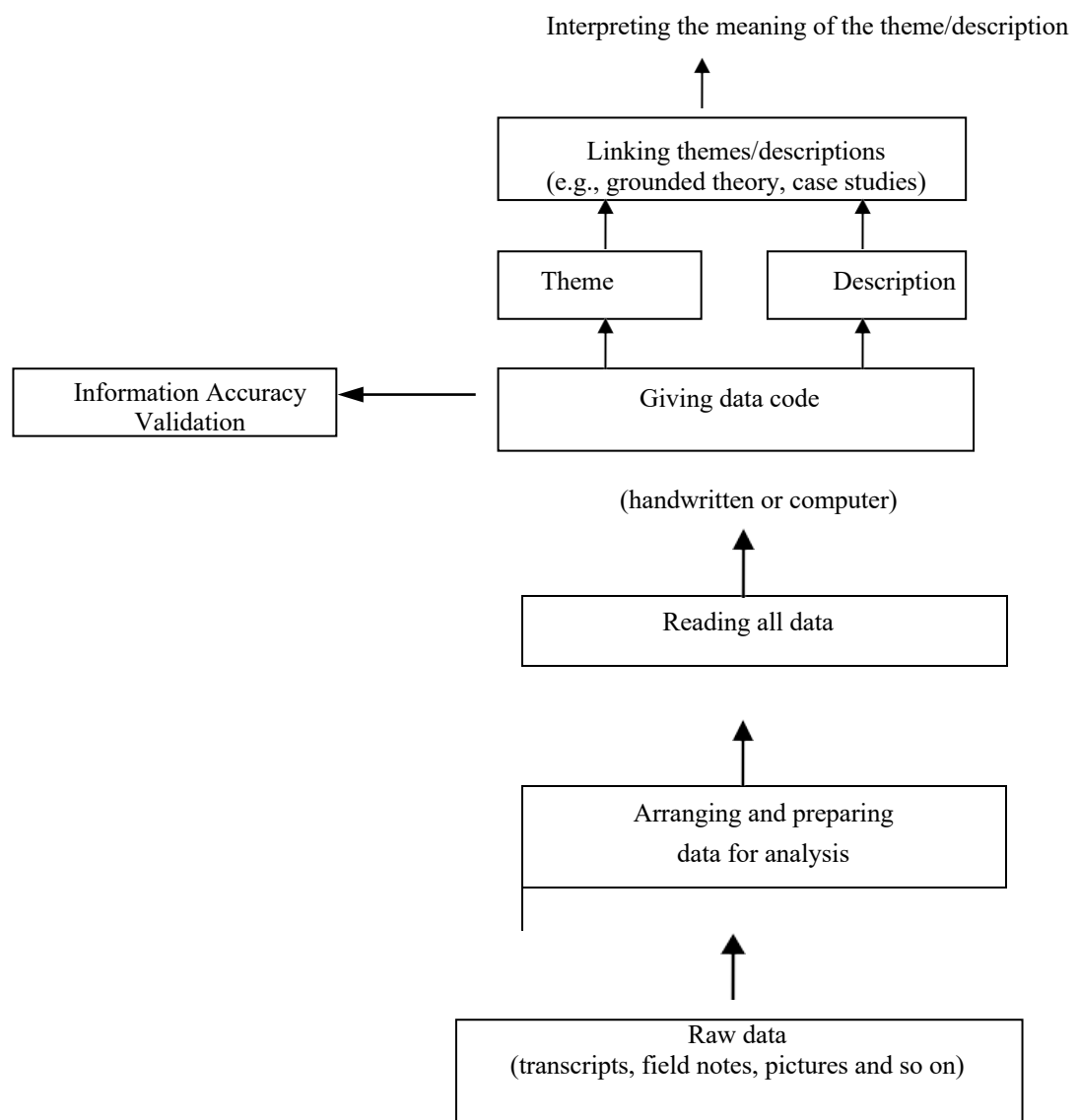
Teacher Performance

Piet A. Sahertian in Rusman (2013) explains that teacher performance standards are related to the quality of teachers in carrying out their duties, such as: working with students individually, learning preparation and planning, utilizing learning media, involving students in various learning experiences and active leadership. from the teacher. In the world of education, teachers are one of the most strategic components of education (Abuddin Nata: 2012). The completeness and effectiveness of learning is determined strategically and the material being taught, but is also influenced by teacher factors. Now, the teacher's role will be very strategic even though it cannot always be interpreted as the most dominant in the learning framework. Teachers are no longer limited to working manually, but must be more familiar with information and communication technology, the internet, and so on. This has implications for changes in teacher attitudes and teacher behavior in carrying out their duties. Article 1 of the Law of the Republic of Indonesia Number 14 of 2005 concerning teachers and

lecturers states that: teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing, and evaluating students in early childhood education through formal education, ,primary education, and secondary education.

RESEARCH METHODS

This research is a qualitative research, in the form of an analysis of the implementation of Human Resources Management (HRM) in improving teacher performance. In this study, researchers adapted the steps of qualitative analysis which is a continuous process by analyzing data, so that researchers can easily interpret and produce results simultaneously. The following is a data analysis procedure in a qualitative approach (Creswell, 2016: 263):

Data Analysis Procedure

Interpreting the meaning of the theme/description

Linking themes/descriptions
(e.g., grounded theory, case studies)

Theme   Description

Information Accuracy Validation ← Giving data code

(handwritten or computer)

Reading all data

Arranging and preparing
data for analysis

Raw data
(transcripts, field notes, pictures and so on)

Source Persons (Informants)

Sources of key informants used in this study were the Chairperson of the Foundation,School Principals, Teachers, and Parents of SDIT Al Fajri Cahaya Ummah students.

Method of Analysis

The data analysis method used in this research is qualitative. The data is presented in a phenomenological descriptive manner to understand the meaning of events and their relationships that lead to analysis. The data processing and analysis process takes place simultaneously with the data collection process with the following stages:

1. Data Reduction, Reduction is an activity of selecting, simplifying, focusing on the raw data that has been obtained. The data that has been obtained is then recorded carefully and in detail. Reducing data means summarizing, choosing the main things, focusing on things that are important and deemed relevant and related to human resource management and teacher performance. Thus, the reduced data will provide a clearer picture and make it easier to carry out further data collection.

2. Data Presentation, After the data is reduced, the next step is to present the data, namely the compilation of complex information into a systematic form so that it becomes simple and selective and its meaning can be understood. The presentation of data is intended to find meaningful patterns, providing the possibility of drawing conclusions and taking action.

3. Verification and Drawing Conclusions, Verification and conclusion drawing are carried out after analysis during the process and after data collection. Analysis of the data, the researcher gave initial conclusions during data collection and after data collection, the conclusions were re-verified to further strengthen the findings in this study. Conclusions drawn if there are still shortcomings will be added.

FINDINGS AND DISCUSSION

Overview of The Research Object

Al Fajri Cahaya Ummah Foundation is located at Bugelsalam No. 75 Rt. 001/002, Hegarmanah, East Cikarang, Bekasi, West Java. This foundation was founded on January 7, 2013 and was ratified before a notary Amelya Zahara, SH on January 7, 2013 with a notarial deed number 146, including amendments to deed number 822 dated April 15 2015, and has obtained approval from the Ministry of Law and Human Rights Republic of Indonesia number: AHU-4469.AH.01.04 of 2013 dated 12 August 2013.

Al Fajri Cahaya Ummah Foundation, as stated in the articles of association, is engaged in the Social, Humanitarian, and Religious fields. As a result of the articles of association, the AL Fajri Cahaya UMat Foundation seeks to participate in the formation of Indonesian human persons who have advantages in straight faith, noble character, diligent and istiqomah worship, and personal competence in building the nation. Based on this, the AL Fajri Cahaya Ummah Foundation established and organized formal education, including the elementary school level.

Findings

The implementation of human resource management includes several activities as described in the theoretical review, but the research conducted at SDIT Al-Fajri Cahaya Ummah includes:

MPP (Man Power Planning) or HR Planning (Human Resources), Recruitment & Selection (Recruitment and Selection), HR Placement, Training & Development (Training & Development), Performance Appraisal (Performance Assessment), and Compensation & Benefit (Compensation & Benefits) benefits).

The Overview of HR (Human Resources) at SDIT Al-Fajri Cahaya Ummah
Principal

Principals as managers based on Hendry Fayol and GR Terry include:

1. Planning (Planning), The principal makes plans for annual, semester, and evaluation program activities as well as various activities to be carried out, in the management of human resources for the next academic year through Work Meetings (Work Meetings). In addition, the principal also provides facilities and infrastructure.
2. Organizing, The principal seeks to create a conducive school climate, by providing guidance to the teachers. One of the proofs is the division of regular homeroom discussion groups and subject teachers. This is intended so that knowledge sharing occurs (sharing knowledge) so that knowledge and insight among teachers increases.
3. Actuating (Direction), The principal provides direction by holding monthly meetings. This is done so that all teachers and administrative staff can achieve the vision and mission that has been determined by the top brass of the foundation.
4. Controlling (Supervision), Principals in supervising things such as making teacher administration, making teacher semester programs, making RPP (Learning Implementation Plans), both directly and indirectly. All are evaluated periodically at least at the end of the semester as preparation for the new school year. This is done to find out whether the activities carried out have been carried out properly or not.

Teachers

Based on Indonesian Law Number 14 of 2005 concerning Teachers and Lecturers, they are required to have academic qualifications, competencies, education certificates, physically and mentally healthy, meet the qualifications required at the place of duty, have the ability to realize national education goals. With regard to the above, there are 3 things that need attention or things that need to be improved by SDIT Al-Fajri Cahaya Ummah teachers, namely:

1. Educational qualifications, Qualifications or educational requirements for teachers are already taking a bachelor's degree. Based on the data, of the 14 teachers there are 9 teachers who already have a bachelor's degree, 1 teacher graduated from an intermediate expert, and 4 teachers graduated from SMA (General High School) and are still continuing their education, namely undergraduate studies. 6 teachers graduated with a bachelor's degree in education. Referring to the data above, the educational qualifications of teachers are still not 100% in accordance with the requirements. This will also have an

impact on the quality of learning and furthermore on the competitiveness of the school.

2. Administration, Although there are still teachers who don't have a bachelor's degree, they don't have an educational background, but so far the teachers are referring to the curriculum determined by the government, the syllabus, and the RPP (Learning Implementation Plan). These administrative requirements are an obligation that are always checked by both the principal and the school supervisor. So it can be said that regarding administrative requirements, teachers at SDIT Al-Fajri Cahaya Ummah still meet the requirements.

3. Education Certificate, Based on observations, it was found that only 2 teachers passed the certification. This means that there are still 12 teachers who have not been certified. It can be concluded that only 2 teachers have been declared competent and professional based on the requirements and regulations of education personnel.

Implementation of HR Management at SDIT Al-Fajri Cahaya Ummah

In terms of the implementation of human resource management at SDIT Al-Fajri Cahaya Ummah includes Man Power Planning (HR Planning), Recruitment & Selection (Recruitment and Selection), HR Placement, Training & Development (Training and Development), Performance Evaluation (Performance Evaluation), and Compensation&Benefit (Compensation and Benefit).

1. Man Power Planning (HR Planning), Planning for teacher needs has indeed been carried out and is proven by the summons of teachers one by one at the end of each school year and asked whether they will continue to teach or not. This is the basis for planning human resource needs, in this case teachers at SDIT Al-Fajri Cahaya Ummah, but it is not enough because it only pays attention to short-term needs. School leaders and foundations should pay attention to the needs of teachers for the medium and long term so that changes in the composition of teachers do not occur every year. Of course, if there are frequent changes, it will affect the quality of teaching and learning activities which will ultimately affect the trust of parents to send their children to school there.

2. Recruitment & Selection (Recruitment and Selection), The use of the school website as one of the recruitment media and the existence of micro teaching tests (teaching practices) and internal interviews the selection process is a very good thing. This has implemented an element of objectivity in the recruitment and selection process. SDIT Al-Fajri Cahaya Ummah has eliminated the habit of kinship patterns in the recruitment and selection process. However, it would be nice to add a psychological test to further explore the potential abilities of prospective teachers who will be accepted.

3. Placement of HR (Human Resources), The practice of placing more experienced teachers as homeroom teachers in grade I is a good thing. This means that the principal is able to analyze based on the principle of the right man on the right place (the right person in the right position). Teaching first grade elementary school students requires sound and energy and extra patience because the characteristics of children in grade I are generally still happy to play and are new to the atmosphere of formal education. In addition, there are still children who cannot read or write who really need more attention than other classes.

4. Training&Development (Training and Development), Training and development for

teachers at SDIT Al-Fajri Cahaya Ummah only depends on the Education Office, namely the participation of teachers in other training KKG (Teacher Working Group) activities organized by the Education Office. Training and development in an organization should ideally be guided by TNA (Training Need Analysis) or Training Needs Analysis and Development. This is useful so that human resources have competencies that are in accordance with the needs of the organization and of course must be carried out by the school's internal parties in this case the principal and deputy principal so that SDIT Al-Fajri Cahaya Ummah has competitiveness and outperforms competitors or other private schools in terms of the quality of human resource development.

5. Performance Appraisal, Teacher performance appraisal is carried out by the school's internal, in this case the principal and external, namely the school supervisor, indicating that the practice of performance appraisal is good. This is evidenced by not only depending on the assessment of the supervisor because the supervisor is more concerned with the administrative aspect as part of the completeness of learning while related to discipline, teaching abilities, and guiding students, of course the principal knows better because the principal interacts every day with the teachers.

6. Compensation&Benefit (Compensation and Benefit), Compensation for teachers at SDIT Al-Fajri Cahaya Ummah in this case the salary is still the homework of the principal and the foundation. This is evidenced by one of the reasons if a teacher leaves or resigns is to be accepted at another school that provides a higher salary. And there are no benefits, such as BPJS facilities for health and employment, which are commonly accepted by teachers in other private schools. This is indeed not easy to realize because the source of compensation and benefits for teachers at SDIT Al-Fajri Cahaya Ummah still relies heavily on student tuition fees (Educational Development Contributions). Although there is BOS (School Operational Assistance), most of the allocation must be for school operational purposes and not for the welfare of the teachers and the amount of BOS is also nominally limited because BOS depends on the number of students as well.

Teacher Performance at SDIT Al-Fajri Cahaya Ummah
The teacher's performance at SDIT Al-Fajri Cahaya Ummah is not only seen in the aspect of teaching and learning activities in the classroom but also in the aspect of educating, training, guiding and directing, by carrying out extracurricular activities that have been carried out. With regard to the above, it can be said that the performance of SDIT Cahaya Ummah teachers is quite good but it would be even better if there were serious targets and guidance so that students could achieve both academically and non-academic if there was a competition. This is so important because parents of prospective students will be more considerate of sending their children there.

CONCLUSION AND SUGGESTION
Conclusion
Based on the results of the analysis and description in chapter IV, the conclusions of this study are: The description of human resources at SDT Al-Fajri Cahaya Ummah can be seen in the managerial aspects of the principal and the teachers. In the managerial aspect, the

principal has practiced management aspects which include planning (planning), organizing (organizing), actuating (directing), and controlling (supervision) which are passed down to the school principal's monthly and daily work programs.In the aspect of teachers or education personnel both in quantity and quality, especially education and qualifications. Of the 14 teachers there are 9 teachers who already have a bachelor's degree, 1 teacher graduated from an intermediate expert, and 4 teachers graduated from SMA (General High School) and are still continuing their education, namely undergraduate studies. In addition, there are 2 teachers who have passed teacher professional certification or are certified competent and professional by the government through the Education Office.

In terms of implementing human resource management at SDIT Al-Fajri Cahaya Ummah includes Man Power Planning (HR Planning), Recruitment & Selection (Recruitment and Selection), HR Placement, Training & Development (Training and Development), Performance Evaluation (Performance Evaluation) , and Compensation&Benefit (Compensation and Benefit). Things that still need to be considered are the absence of TNA (Training Needs Analysis) or Training and Development Needs Analysis for teachers and the need to improve teacher welfare.

3. In terms of teacher performance at SDIT Al-Fajri Cahaya Ummah, it is quite good, with the activities carried out by teachers both in the classroom during teaching and outside teaching hours. The classroom learning process is carried out according to the applicable curriculum by referring to the syllabus and lesson plans (Learning Implementation Plan). In addition, extracurricular activities such as scouting training, religious affairs, and sports outside class hours are also carried out.

Suggestions

There are several suggestions from the results of this study that can be obtained at the end of the study by researchers, namely:

1. For school principals, the results of this study can be used as information and references regarding the need to review the implementation of human resource management at SDIT Al-Fajri Cahaya Ummah in improving teacher performance. This is important because human resources or teachers are not just workers but as assets that need attention so that their performance can be further improved.

2. For teachers, they should always strive to improve their competence and professionalism in carrying out their duties through various independent efforts that can be done and not only depend on the institution where they work or school.

3. For foundation managers, that the implementation of human resource management needs to be evaluated more intensively to determine with certainty the potential advantages and weaknesses/limitations of each so that schools are able to be competitive and produce achievements.

4. For other researchers, this research can be followed up with a wider model, more research objects and using more indicators in order to reveal reality and solve problems that occur.

Suggestions for Future Researchers

The author hopes that for other researchers, this research can be followed up with a wider model, more research objects and using more indicators in order to reveal reality and solve problems that occur.

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