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The Role of School Principals in Managing Human Resources Management in Improving the Quality of Education in Gugus 6 State Elementary Schools, Kota Bahagia District, South Aceh

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Abstract: This research aims to analyze the role of school principals in managing human resources towards improving the quality of education at the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh. The approach used in this research is a qualitative approach with the type of research used in this research being a multisite study. In this research, three data collection techniques were used, namely observation, interviews, documentation. Qualitative data analysis techniques in this research were carried out interactively through the process of data reduction, data display, and drawing conclusions/verification. The results of the analysis prove that the role of the principal in managing Human Resources at Gugus 6 State Elementary School, Kota Bahagia District, South Aceh is by carrying out good human resource planning, attracting human resources (recruitment) for applicants who pass the requirements, selection and placement. in accordance with their profession, holding training to improve the abilities of teachers and administrative staff, holding work performance assessments of teachers and employees every week, month or year to improve the performance of teachers and employees, and providing welfare to teachers and administrative staff in the form of monthly salaries and allowances.

Keywords: Management of Human Resources Management, Quality of Education.

INTRODUCTION

Education plays a major role in improving the quality of human resources. Good human resources will have an impact on increasing the quality of education (Hendrizal, 2020). To make this happen, all parties must work together hand in hand. shoulder to shoulder, whether from government or non-government or private. In accordance with Law number 20 of 2003, the function and objectives of national education are contained in article 3, the aim of which is to form a character who is dignified, intelligent, has faith in God Almighty so that they become democratic and responsible citizens.

In relation to efforts to improve the quality of education, many factors determine whether the quality can improve, one of which is the implementation of good management.

The quality of education includes input, process, output and outcome so that activities that take place in the world of education can run well. Input means: available resources and everything that must be in place so that the educational process can run well. Meanwhile the process the meaning are activities carried out in the educational sector to determine the quality and achieve educational goals. Then output what this means is the output or result of education itself after previously carrying out the educational process and outcomes the meaning is the long-term effect of the educational process itself, such as receiving further education, achieving achievements and undertaking further training or earning income (Ridha et al., 2023).

Humans are an important component in an organization who will move and carry out activities to achieve goals. Human resources play a very important role in determining the progress of a country. Even though this country is rich in natural resources, it cannot progress without the support or support of quality human resources. As the following explanation states, human resources are employees who are ready, capable and alert to achieve organizational goals (Oktayani, 2018). Human resource management is a process consisting of planning, organizing and developing activities related to job analysis, evaluation, employment, procurement, development, competency, promotion and termination of employment in order to achieve stated goals set (Nuraeni, 2019). Role management is of course very important in improving the quality of education. In the school environment, the person who has an important role in management is the school principal. The principal is a very important educational leader because the principal is directly related to program implementation education at school. The achievement of educational goals depends greatly on the leadership skills and wisdom of the school principal is one of the educational leaders (Akmaluddin et al., 2020).

Based on the author's observations at the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh, it shows that there is implementation management human resources in planning, recruitment and evaluation of all plans that have been previously determined, in this case are still being improved because several quality criteria for the Gugus 6 State Elementary School are not yet optimal, such as the use of existing school resources, provision of facilities and services, which can leading to reduced satisfaction. This requires the participation and capacity of school principals and all interest groups in planning education and training personnel, with the aim of improving the quality and quality of teaching in the educational institutions they manage. For a closer look at implementation

Human Resources management in improving school quality, the author is interested in researching how Human Resources management is implemented in improving school quality. The importance of conducting this research is that school principals have a very important role in managing Human Resources. By conducting research this will enable you to find out information related to the role of school principals in managing Human Resources to improve the quality of education. However, until now, there has not been much research on the role of school principals in improving the quality of education. In fact, the research above must be carried out to reveal information related to the role of school principals in improving the quality of education.

Based on the problems above, the role of school principals is needed in managing effective personnel management to resolve employment problems. Previous research related to the role of school principals in managing human resource management to improve the quality of education was conducted by (Hamdani et al., 2024), the role of school principals is very important in improving the management of educational quality and the role of school principals has been done in the role of educator, manager, administrator, supervisor, leader, innovator and also a motivator.

Human resource management in improving the quality of education in elementary schools is adequate. Human resource planning always begins with conducting a deliberative

evaluation of activities at the end of each year as a reference in making new plans. Organizing human resources is achieved by organizing the main learning materials, dividing teachers' tasks fairly and taking into account the competence and work ethic of the teachers concerned, managing teaching and learning activities, increasing the competence of educators and education staff by providing post-supervision feedback and preparing appropriate teacher performance assessment plans government standards. Implementation related to human resource management at Keduren State Elementary School has been carried out walk smoothly. Meanwhile, in terms of supervision, it is carried out through regular and continuous monitoring, supervision, evaluation, reporting and follow-up activities (Rostini et al., 2023).

Planning to improve the quality of education is carried out by analyzing human resource needs and mapping positions according to the school's vision, mission and goals, creating job descriptions and job specifications. Existing human resources are then developed and trained to improve the quality of the resources owned by the target educational institution (A. Lestari et al., 2023). Human resources at State Elementary School 170 Ogan Komerang Ulu, both in improving quality, implementation, supporting factors and quality of education, have been running optimally (Pohan et al., 2023). Human Resources have an important role in improving the quality of schools because they make a good contribution to improving the quality of education (E. A. Lestari & Nuryanti, 2022). Planning to improve the quality of education is carried out by analyzing human resource needs and mapping positions according to the school's vision, mission and goals, creating job descriptions and job specifications. Existing human resources are then trained and coached to improve the quality of their resources by those who are the target of institutional education (Selvia et al., 2023).

The importance of human resource management in improving educational standards. Progress and development of education in elementary schools can be supported by quality human resources. Overall, effective Human Resource management can help elementary schools improve the quality of education and achieve the desired educational goals (Akilah, 2018; Fadila et al., 2020). From that perspective management Human resources are very interesting because in an effort to improve the quality of education, human resources are very important in schools, especially in elementary schools. So, researchers are interested in analyzing the role of school principals in managing human resources towards improving the quality of education at the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh.

METHOD

The approach used in this study is a qualitative approach. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. This qualitative research method was used because of several considerations, namely: adapting the qualitative method is easier when dealing with multiple realities, this method presents it in a simple way directly to the nature of the relationship between researchers and respondents, and this method is more sensitive and more adaptable to the sharpening of mutual influences and to the value patterns encountered (Moleong, 2017).

The type of research used in this research is a multisite study at the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh. A multisite study design is a qualitative research design that involves several sites and research subjects. The research subjects are assumed to have the same characteristics. As stated by Bogdan and Biklen, multi-site studies are a form of qualitative research that can be used primarily to develop theories drawn from several similar research settings, so that theories can be produced that can be transferred to broader and more general situations its coverage.

The research location is at the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh. The choice of location was carried out deliberately with consideration and reasons for its uniqueness. Gugus 6 State Elementary School is one of the educational units at elementary school level in Kota Bahagia Aceh Selatan District, Aceh. Gugus 6 Kota Bahagia State Elementary School consists of 9 schools, presented in Table 1.

Table 1. Gugus 6 State Elementary School, Kota Bahagia District, South Aceh

No	School Name	Accreditation
1	State Elementary School 1 Alurdua Mas	C (Fair)
2	State Elementary School 2 Alurdua Mas	B (Good)
3	Betung State Elementary School	B (Good)
4	Buket Gading State Elementary School	B (Good)
5	Gampong Rambong State Elementary School	C (Fair)
6	Jambo Kapok State Primary School	B (Good)
7	Seunobok Keuranji State Elementary School	C (Fair)
8	Ujong Gunung State Elementary School	C (Fair)
9	Seunobok Alur Buloh State Primary School	B (Good)

To obtain this accreditation, of course, it is supported by competent, professional human resources by increasing the teaching staff through training programs and human resource development to improve quality education. Based on the reasons above, researchers are interested in conducting research at the Gugus 6 State Elementary School, Kota Bahagia District related to human resource management in improving the quality of education.

The subjects in this research were the principal, teachers and administrative staff at the Gugus 6 State Elementary School, Kota Bahagia District. For more clarity, the respondents are presented in Table 2.

Table 2. Research Respondents

No	School Name	Number of Respondents		Total Respondent
		Headmaster	Teacher/Admin	
1	State Elementary School 1 Alurdua Mas	1	5	6
2	State Elementary School 2 Alurdua Mas	1	5	6
3	Betung State Elementary School	1	5	6
4	Buket Gading State Elementary School	1	5	6
5	Gampong Rambong State Elementary School 1		5	6
6	Jambo Kapok State Primary School	1	5	6
7	Seunobok Keuranji State Elementary School	1	5	6
8	Ujong Gunung State Elementary School	1	5	6
	Total	8	40	48

So the research respondents consisted of 8 school principals and 40 teachers and administrative staff, a total of 48 respondents. The school principal as a respondent conducted a direct interview. Questionnaires were distributed to teachers and administrative staff to see the effectiveness of implementing human resource management in improving the quality of the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh.

In this research, three data collection techniques were carried out, namely: (a) observation (*observation*); (b) interview (*interview*); and (c) documentation (*documenting*). The main instrument for collecting data in this research is the researcher himself with data recording tools in the form of a cellphone, interview guide, and other tools that are needed incidentally.

Data analysis techniques in this research were carried out using descriptive analysis and statistical analysis. Descriptive data analysis according to Miles and Huberman in Sugiyono is carried out interactively through data processing reduction, display data, and conclusion

drawing/verification. Meanwhile, statistical analysis is used to test and determine whether it exists or not effectiveness Which significant human resource management towards improving the quality of schools at the Gugus 6 State Elementary School, Kota Bahagia Aceh District. Test that used is an analysis test independent sample t test with prerequisite tests and homogeneity tests. As for testing covarian with the test criteria, namely:

1. If the significance value (Sig) < $\alpha = 0.05$ then h_a is accepted. This shows the implementation of effective human resource management in improving the quality of the Gugus 6 State Elementary School, Kota Bahagia Aceh District.
2. If the significance value (Sig) > $\alpha = 0.05$ then h_o is accepted. This shows that the implementation of human resource management is not effective in improving the quality of the Gugus 6 State Elementary School, Kota Bahagia Aceh District.

The flow of research on the role of human resource management in improving the quality of education at the Gugus 6 State Elementary School, Kota Bahagia District, is presented in Figure 1.

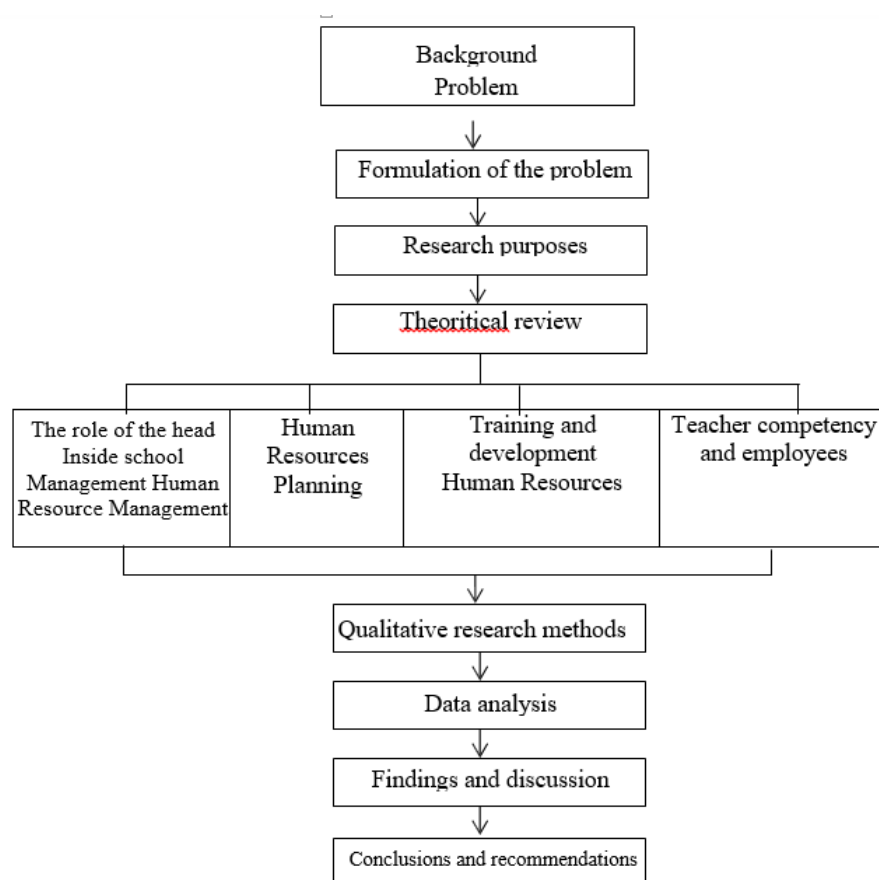


Figure 1. Research Flow.

RESULTS AND DISCUSSION

Results

The Role of the Principal in Managing Human Resources Management at Gugus 6 Public Elementary School, Kota Bahagia District, South Aceh

Information about the role of the principal in managing human resources at Gugus 6 State Elementary School, Kota Bahagia District, South Aceh was obtained by conducting direct interviews with the principal. The principal is a school employee who is responsible for all school activities. Headmaster not only responsible for the smooth academic functioning of the school, but also for the condition and situation of the school environment and its relationship with the surrounding community. The principal is the leader or manager of the

school, without the principal's leadership the school will not function according to the school's stated vision and mission. The principal is a very important element in the organization of educational institutions. Schools as an organization cannot be separated from the availability of human resources which are very important for increasing organizational progress.

Based on the results of interviews with eight school principals in the Gugus 6 Public Elementary School, Kota Bahagia District, South Aceh, it was found that all schools have implemented HR management, will but There are still schools that have not fully implemented an HR management system properly. From the results of the interview it was found that 4 the school already has a good HR management system, this can be done seen of the school principal has fulfilled his role as a planner, implementer system selection and recruitment, coaching and evaluating teacher performance, as well as providing compensation to teachers and teaching staff.

Based on the results of interviews with several school principals related to HR planning and HR improvement, it was found that all school principals at Gugus 6 State Elementary School, Kota Bahagia District, South Aceh had carried out planning improving the quality of human resources, there are school principals who can improve the quality of human resources by attending training and seminars. The role of the school principal as a leader is very important when planning to improve the quality of teachers and school education personnel. This aims to ensure teacher performance improves and can adapt over time. Human resources in institutions such as Gugus 6 State Elementary School, Kota Bahagia District, South Aceh really need management and good development to improve performance or work ethic so that what is expected can achieve the expected goals.

The principal's leadership is the most important thing and *urgent* in an effort to create or realize quality human resources and education. The school principal must make certain efforts in managing the school's human resources so that all staff, especially teachers and administrative staff, make a significant contribution to achieving the school's ideals in accordance with the school's vision and mission (Akmaluddin & Siburian, 2018). The school principal's management duties are an effort to improve teacher work performance. The implementation of the principal's management duties using an educational organizational approach is carried out by the principal carrying out management steps which include planning, implementation and evaluation, but in the sense of management duties. Not yet optimal, in implementing the education management approach, in carrying out the director's management duties, the director as leader carries out all administrative stages in education management to improve effectiveness teacher's work (Akmaluddin et al., 2021). The role of the school principal in program planning begins with planning the staff needs needed to complete the task, planning policies in the form of the principal's program and the curriculum implemented in the school. In this planning, the school principal always involves teachers, PKS and the school board (Syakir, 2022).

Based on the results of interviews with several school principals regarding the need for teaching staff, it can be seen that there are still school principals who do not carry out open recruitment when they need teachers. The recruitment system can produce results *outcome* in the form of a teacher achievers and teachers who have good educational qualities. The initial procedure or stage of the recruitment process is selection at the application stage, then the second stage is the test. The tests carried out are written and non-written tests. The written test is in the form of writing a lesson plan and then the non-written test is a test *microteaching* (Teach).

Next is the orientation level. The orientation level is an introduction level for new teachers in order to adapt to the school environment. Furthermore, what determines the acceptance of prospective educators who have passed the recruitment stage is the school principal (Karnati, 2017). A good recruitment system is a procedure that has been designed

before recruiting teaching staff (Teachers), starting from applicant registration, applicant selection, and finally announcement prospective teaching staff (teachers) are suitable (Agia & Sudrajat, 2023). As is system recruitment will result in an increase in the quality of teaching staff, thereby producing a highly competitive educational institution, so also produce graduates who are competent according to the desired standards (Purnanti & Yanti, 2024). Based on the results of the interview, it can be obtained that when planning teaching staff, they must accept prospective teaching staff who have skills pedagogical good teaching skills and able to arrange learning media so that the quality of learning is better. Teachers' pedagogical competence in improving the quality of learning and teachers' professional competence in improving the quality of learning (Sumarni et al., 2024). The results of the interview with the school principal on the question "Are there general requirements and special requirements that prospective teaching staff must prepare when applying to the school that you lead?" In general, school principals have the general requirements, namely a Bachelor's degree. Requirements that teachers must fulfilled to become a teacher professional based on Invite Teachers and Lecturers, these include having a bachelor's degree, having various competencies, having an educator certificate, and having the opportunity and ability to realize national education goals.

Compensation is one of the dominant factors in motivating someone to improve their performance. By being given appropriate compensation, teachers will be able to fulfill their physical, social status and egoistic needs so as to gain satisfaction from their profession, so that teachers can focus more on improving their performance, which ultimately can improve the quality of learning. Apart from compensation, teacher performance is also influenced by work discipline. Teachers who have good work discipline reflect his responsibility who is good at their tasks, so that it will improve the teacher's performance (Ashlan & Akmaluddin, 2021).

The financial compensation given to teachers will greatly influence teacher work motivation. The financial compensation provided by the government to teachers can currently be said to be quite good. Where in this case the government determines teacher salary levels by considering normal living standards which enable teachers to work with full motivation. Because whether or not the minimum living needs of a teacher and his family are met will influence the teacher's work motivation and directly or indirectly will also influence the teacher's performance in carrying out his duties and responsibilities as an educator at school (Nuraini & Tanu, 2019).

Implementation of Effective Human Resource Management to Improve the Quality of Gugus 6 Public Elementary Schools, Kota Bahagia District, South Aceh

Hypothesis testing in this research was carried out to answer the research objective, namely to determine the effectiveness of HR management in improving quality at Gugus 6 State Elementary School, Kota Bahagia District, South Aceh. Hypothesis testing is carried out by comparing education quality data and HR management data. Data processing was carried out with the help of the SPSS version 20 computer program.

Based on the results of inferential statistics of hypothesis testing which shows that the test significance that is, if the significance value (Sig) $< \alpha = 0.05$ then H_a accepted and if the significance value (Sig) $> \alpha = 0.05$ then H_o is accepted. Analysis test results covarian presented in Table 3.

Table 3. Analysis Uji Independent Sample T Test

P Value (Sig)	a	Conclusion
0,001	0,05	Implementation of effective human resource management to improve the quality of Gugus 6 Public Elementary School, Kota Bahagia District, South Aceh

Source: Research results (2024)

Table 3 shows that the p value (sig) is smaller than α , $0.001 < 0.05$, so H_0 is accepted. This shows that the implementation of human resource management is effective in improving the quality of the Gugus 6 Public Elementary School, Kota Bahagia District, South Aceh. In line with (Arief, 2021) opinion, the implementation of human resource management at Insan Amanah Elementary School, Malang in its efforts to improve school quality has had a positive impact on the achievement of the school's program and vision and mission. This positive impact is caused by several factors in managing human resources. Human resource management in improving the quality of education at Keduren State Elementary School, Purwodadi District, Purworejo Regency is adequate (Suminiati, 2019). Human resource management in improving the quality of education at Taruna Vocational School Wiyata Mandala In general, it has been implemented even though what has been proposed has not been fully achieved (Diva & Astuti, 2022).

The role of human resource management plays an important role in improving the quality of education (Rahmatullah, 2021). The implementation of human resource management at Insan Amanah Elementary School, Malang in an effort to improve the quality of the school has had a positive impact on the achievement of the school's program and vision and mission. The positive impact due to several factor in managing human resources. However, there are also some factor obstacles but all of this can be resolved (Arief, 2021). Human resource planning, recruitment and training are important components in improving the quality of education. By analyzing needs, mapping positions and proper recruitment, schools can provide quality teaching staff. Training and development plays a role in increasing human resource competency, which in turn supports the achievement of the school's vision and mission. With these actions, schools can ensure that their human resources meet the demands of the times, and ultimately, improve the overall quality of education (Nasir et al., 2023).

Discussion

Human resource management is defined as the process of utilizing humans as workers in a humane manner, so that their physical and psychological potential functions optimally to achieve organizational/school goals. This definition shows that human resource management needs to be implemented in school institutions, for improve school quality. The role of the head of human resource planning is carried out through analyzing the factors causing changes in the workforce happen, through an annual evaluation conducted once a year. Planning to improve the quality of human resources by attending seminars, workshops and other activities which will later be beneficial for teachers and administrative staff. Develop a plan that determines the need for what personnel and what criteria are required by prospective applicants to be recruited. In the context of human resource management for schools, planning is the process of determining future human resource needs based on changes that occur and the supply of staff available in the school. Workforce change factors carried out by management to determine whether the number of workers is sufficient, insufficient or excessive, whether there are workers who will retire, transfer and so on. Recruitment is one of the most important activities in human resource management because it is the beginning of that activity done by school organizations to find the right employees to fill vacant positions. When there is a shortage of teachers, open recruitment is carried out.

The principal's assessment of the performance of the teachers includes an assessment of the implementation of the teaching and learning process in the form of supervision (class visits), an assessment of implementation once a semester. Coaching to improve teacher professionalism is carried out by sending teachers to attend seminars and training. Compensation is given by school management through several stages: school management gives an expression of appreciation to teachers or employees regarding the tasks

they have carried out, provides welfare in the form of finances by paying attention to previous positions/tasks and performance assessments, placement, namely giving new tasks to members who have been able to show good performance while carrying out their duties. This compensation is appropriate and adequate remuneration for workers in accordance with their contribution to achieving organizational goals. Compensation for labor honorary teachers are paid Rp. 15,000 per hour.

Findings in human resource planning are not carried out in detail, to meet the needs of teachers and educational staff the principal does this by accepting teachers, if by chance a teacher in one subject is vacant. Therefore, open recruitment has never been carried out openly. Based on This is what the principal needs compile HR planning so produce quality human resources, of course support school quality.

Human resource management management as well effective towards improving the quality of education by obtaining B (good) accreditation. In line with (Tahir, 2017) opinion, the implementation of HR Management in quality improvement is a system approach in an effort to maximize competitiveness through continuous (continuous) improvement to obtain optimal value or quality for services, people, products and environment by involving all elements and stakeholders of the organization under one common vision. Improving the quality of education is a more effective and efficient work process followed by competent human resources with high loyalty and fighting spirit, which will certainly result in increased performance which will lead to consumer or customer satisfaction.

To improve the quality of education in schools, school principals play the most important role in human resource management. Quality human resources in the true sense means that the work they do will produce something that is true required from the employee. Quality is not just clever but fulfilling requirement qualitative requirements of the job for example abilities, skills, skills, attitudes and behavior (Rahmatullah, 2021). Human resource management can improve school quality (Agus et al., 2023).

Human resource management and effective leadership by school principals play an important role in improving school quality. A focus on careful teacher selection, efficient task organization, ongoing training, and appropriate performance appraisal are key steps in this process. Efforts made by school principals and teaching staff to improve the quality of education by optimizing existing human resources and developing strategies aimed at improving quality learning. The importance of the role of the school principal as a leader who encourages innovation, collaboration and development of teaching staff is one of the important points in ensuring that schools can maintain and improve the quality of education in a sustainable manner (Mulyati, 2022).

Implementation of HR Management in quality improvement is a system approach in an effort to maximize competitiveness through continuous (continuous) improvement to obtain optimal value or quality for services, people, products and the environment by involving all elements and stakeholders of the organization under one common vision. . Improving the quality of education is a more effective and efficient work process followed by competent human resources with high loyalty and fighting spirit, which will certainly result in increased performance which will lead to consumer or customer satisfaction (Tahir, 2017).

CONCLUSION

Based on the results of research and overall discussion regarding "the role of school principals in managing human resources towards improving the quality of education at the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh". Can concluded that the existing managerial system is not centered on just one person, in this case the principal is assisted by an appointed person. The role of the principal in managing Human Resources at the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh, which consists of 9 schools, namely carrying out good human resource planning, attracting human resources

(recruitment) for applicants who pass the requirements, selection and placement. in accordance with their profession, holding training to improve the abilities of teachers and administrative staff, held assessing the work performance of teachers and employees every week, month or year to improve the performance of teachers and employees, and provide welfare to teachers and administrative staff in the form of monthly salaries and allowances.

Human resource management has been managed well. Human resources have carried out their duties well, namely the principal as manager at the school, teachers educating and teaching, employees carrying out their duties, school guards maintaining school security and all students carrying out their obligations. The implementation of effective human resource management in improving the quality of the Gugus 6 State Elementary School, Kota Bahagia District, South Aceh, this can be seen from the p value (sig) being smaller than α , $0.001 < 0.05$, so H_0 is accepted.

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