

## Human Resource Orientation in Improving Work Performance in Schools

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### Abstract

*Work performance is the behavior and work outcomes that principals, teachers, and students engage in or bring to the table in relation to contributing to organizational goals. Students who are satisfied with their learning will bring good performance. Likewise, teachers who have principals with good human resources will improve work performance for the better. The purpose of the research is to find out the orientation of human resources in improving work performance in schools. This research method is descriptive qualitative with data sources from literature (library research) through content analysis on various books, journals, and theses both research and conceptual results. The results of this paper conclude that human resource orientation in improving work performance in schools needs to be done by principals because principals are educational leaders who play an important role in improving teacher work performance. In order for educational goals to be achieved, educational institutions should be managed professionally with good human resources so that they can improve better work performance.*

**Keywords:** Human Resources, Work Performance.

### Abstrak

Performa kerja merupakan perilaku dan hasil kerja yang melibatkan atau membawa kepala sekolah, guru, dan siswa yang terkait dengan kontribusi untuk tujuan organisasi. Siswa yang merasa puas dengan pembelajarannya akan membawa performa yang baik. Begitu juga guru yang memiliki kepala sekolah dengan sumber daya manusia yang baik akan meningkatkan performa kerja menjadi semakin baik. Tujuan penelitian adalah untuk mengetahui orientasi sumber daya manusia dalam meningkatkan performa kerja di sekolah. Metode penelitian ini adalah deskriptif kualitatif dengan sumber data dari kepustakaan (library research) melalui analisis konten pada berbagai buku, jurnal, dan tesis baik hasil riset maupun konseptual. Hasil tulisan ini menyimpulkan bahwa orientasi sumber daya manusia dalam meningkatkan performa kerja di sekolah perlu dilakukan oleh kepala sekolah karena kepala sekolah adalah pemimpin pendidikan yang berperan penting dalam peningkatan performa kerja guru. Agar tujuan pendidikan dapat dicapai, maka hendaknya lembaga pendidikan dikelola secara profesional dengan sumber manusia yang baik sehingga bisa meningkatkan performa kerja yang lebih baik.

**Kata Kunci:** Sumber Daya Manusia, Performa Kerja

### INTRODUCTION

The power of human resources in an organization is increasingly recognized and humans are considered the most important asset of the various resources in an organization. The firm position of people in an organization surpasses other resources such as materials, methods, money, machines and markets, and encourages professionals to contribute to the theory of human resource management. (Michael, 2017). The quality of human resources in organizing education is the "spirit" of the school. This *soft property* drives the curriculum system and other infrastructure facilities, namely *hard properties* to enable the provision of educational services. In the learning process, teachers act as motivators and facilitators to maximize their potential with all available learning opportunities and informative learning systems (Wijaya, 2009). (Wijaya, 2009).

Teachers and principals are key players who have a significant impact on the learning process of all students in a school. Without good teacher performance and the right role of school leaders in school management, it is very difficult to improve the quality of education and achieve national education standards. (Lumban, 2019). Teachers are a very important factor in the quality of learning and affecting educational outcomes. Due to the importance of teachers' abilities as determinants of educational success, certain *work performance* is required to ensure that institutional outcomes are not haphazard. (Feri Faila Sufa, 2011).

Work performance is where individuals do their best to get their job done. Teachers' work performance in carrying out their duties determines the good and bad results of education delivered to students. To train qualified teachers, schools need to understand the factors associated

with teacher performance. There are many factors that influence teacher work performance, including aptitude, attitude, ability, methodology, education, personal characteristics, classroom environment, general intellectual ability, personality and relationships with students. Human resources are everyone who works and contributes to an organization or institution. (Mukminin et al., 2019)..

The quality of human resources is one of the factors needed to improve the performance of an organization. In this case, the talent needed is very talented, because ability is an important factor in improving employee performance. In addition, increasing the competence of qualified personnel also has a sense of belonging to the organization which has an impact on increasing commitment to the organization. (Yuliantini et al., 2017). Human resource development is not limited to skill development, due to differences in the perception and motivation of human resources in the workplace, the development of culture and organizational culture is also important to support the performance of human resources. (Ong & Mahazan, 2020)..

In this case, the success of education cannot be separated from several supporting factors. Supporting factors are teachers, students, learning materials, learning methods and objectives, and the last factor is environmental factors. Some of these factors are the success of education incorporated in educational institutions called schools. School is a place where students are educated by teachers who are believed to be able to convey all their knowledge. Therefore, here it is necessary to equalize the concepts and perceptions of learning that are interrelated between educators. Here, in order to improve the quality of continuing education, the role of developing related resources is very important so that these educators have the same view. (Yuliantini et al., 2017).

The research focus that became the purpose of this study was to determine the improvement of teacher work performance based on the human resources owned by the school.

## METHODS

This research uses a qualitative descriptive method with data sources from literature (*library*

*research*) that is holistic, and by means of descriptions in the form of words and language, in a context. (Moleong, 2014). Data analysis with content on various books, journals, and theses both research and conceptual results regarding human resources and work performance in the scope of the world of education, namely schools.

## RESULTS AND DISCUSSION

Human resources are individuals who act as drivers for organizations and companies, and act as assets that require training and skills development. Human resources are every resource in an organization, including everyone who carries out activities. (Mochammad Mu'izzuddin, 2020). Human resources are one of the most important factors that cannot be separated from an organization, either a company or an institution. Basically, human resources in the form of humans are assigned to an organization as actors, thinkers, and planners to achieve the goals of the organization itself. Human resources are a key element of every activity carried out, and without the active role of human resources, there is no meaning. (Sutiawan & Fauzan, 2021).

Human resources play a very important role in interacting with capital, materials, processes and machines. The complexity that exists can determine the quality of humans. Therefore, it requires us to always pay attention and be careful about every aspect of it. Humans are the most valuable resource, and behavioral science offers many techniques and programs that can lead to more effective use of human resources. The goal is to achieve better human resource performance than *before*. (Prihantoro, 2019).

Work performance, also known as performance, is the result of work that can be done by an individual or group of people in an organization within their respective authorities and responsibilities, legally, not illegally, and trying to avoid violations with morality and ethics that are contrary to company goals. Work performance is the appearance of doing, explaining, and producing something, both physical and non-physical, in accordance with knowledge, attitudes, instructions based on skills, functions, and obligations. Every person or organization certainly has goals and objectives

that can be achieved by setting goals. The success of an individual or organization in achieving a goal or target (Rahadi, 2010). (Rahadi, 2010).  
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It is through the people in the organization that improved work performance can be achieved. Therefore, with the right personnel policies and processes, human resources are expected to have a significant impact on organizational performance. The Holy Grail has been sought by many human resource researchers and believes that human resource best practices can improve organizational performance. Human resource development experts also want to justify their existence by telling their bosses and colleagues that this is the case. Many studies have been conducted over the past decade, most of which show a link between good resource development practices and organizational performance (Mukminin et al., 2019). The success of an institution is greatly influenced by its talent. This means that employees can fulfill their duties and responsibilities qualitatively and quantitatively. Personality differences and their crucial roles, as well as institutions, must always manage production factors effectively and efficiently in order to excel in the creation of goods and services through human resources. (Pratama, 2019).

In essence, work performance focuses more on the ability of individuals to perform their duties and responsibilities so that organizational goals can be achieved. Work performance leads to an assessment of knowledge, attitudes, and behavior in work that is oriented towards quantity, quality and accountability in accordance with established work standards. From this understanding, work performance includes cognitive, affective and psychomotor skills that a person has in doing the tasks that have been given. Humans as assets who will manage the resources in the organization require good quality humans. Human resources in terms of quality have two abilities, namely: 1) Hard skills: Academic ability that a person has. 2) Soft skills: The ability to adapt to the environment, especially in the work environment/organization.

In order for human resources to drive and develop the organization, the above two skills are required. In order for the quality of human resources produced to meet the standards, each stage of the process must be planned and managed according to the standards and specifications set according to the needs of the organization. (Sinurat, 2018).

Educational institutions become better when everyone in the school works synergistically by optimizing all human resources in the school. The secret of success of an excellent school is a school that can provide the best service to all school staff, not just students. All of this is explained in detail in the school's student curriculum by providing opportunities for all talents to participate and unleash their potential for cognitive, emotional and psychomotor synergy. (Mardiah, 2020). Work performance has three main aspects: task performance, contextual performance, and adaptive performance. Task performance relates to the teacher's expertise in carrying out and carrying out the tasks assigned by the office and school. Task performance includes work quality, planning, task organization, result direction, priority measures, and work efficiency. Contextual performance is related to organizational, social and environmental support. This includes responsibility for work, initiative, creativity, ability to collaborate, and opportunities to learn from colleagues. Contextual performance is defined as an individual's ability to adapt to changing roles in the work environment. Adaptive performance includes work coordination, including teachers' ability to creatively solve problems and learn tasks. (Lukman et al., 2019).

## CONCLUSIONS

Schools are educational institutions that are responsible for realizing the functions and objectives of national education. In this case, the principal has a very strategic role because one of the duties of the principal is to be a manager. The principal must be able to manage the whole school, including managing the existing human resources; especially the teachers and administrative staff who are the direct implementers of school activities who also play

a major role in the success of the school in order to achieve the vision, mission and goals of the school. Resource management is carried out with several activities including preparation, organization, direction and supervision. Human resources are one of the most important things to determine the success or failure of an organization or institution, especially the world of education. Human resources have a positive effect on work performance, because teachers' work performance will determine the quality of education. The good human resources of teachers determine the success in educating students at school...

### ADVICE

Based on the above conclusions, the following suggestions can be made: 1) it is important for schools to prioritize and pay attention to human resources so that teacher work performance becomes increasingly in line with expectations, and 2) the results of this study are expected in the future to be used as a source of data and reference for further research based on more complete and broader information.

### ACKNOWLEDGMENTS

I would like to express my deepest gratitude to my research partners who helped with data collection. Without your help, this research would not have been possible.

I would like to thank my friends who always provide support and encouragement in the writing process in this research can be completed.

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