
Optimizing Human Resource Management for Enhancing the Quality of Elementary School

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ABSTRACT

This research aims to identify methods used to improve the human resource management (HR) regime to enhance the quality of education in primary schools because education at the primary level significantly influences the growth of individuals, communities, and countries. This study used a qualitative approach to collect data using interviews, observations, and document analysis. Research shows that effective human resource management can improve the quality of education in elementary schools. Methods such as careful teacher recruitment and selection, training, and continuous performance evaluation are essential to enhancing teacher capabilities and quality. Strong leadership from the principal in managing is also critical. Principals who motivate, lead well, and create a positive work environment can help teachers and school employees do better. The results show that achieving the vision and mission of better education and personnel administration will optimize elementary school human resource management. To improve the quality of education in elementary schools, education stakeholders must create policies and management practices based on educational goals.

Keywords: *Optimization, management management, quality of education, elementary school*

ABSTRAK

Tujuan penelitian ini adalah untuk mengidentifikasi metode yang dapat digunakan untuk meningkatkan pengelolaan manajemen sumber daya manusia (SDM) dengan tujuan meningkatkan kualitas pendidikan di sekolah dasar, karena pendidikan di tingkat dasar memiliki dampak yang signifikan pada pertumbuhan individu, masyarakat, dan negara. Dengan menggunakan wawancara, observasi, dan analisis dokumen, pendekatan kualitatif digunakan untuk mengumpulkan data dalam studi ini. Penelitian menunjukkan bahwa manajemen sumber daya manusia yang efektif dapat meningkatkan kualitas pendidikan di sekolah dasar. Metode seperti penerimaan dan seleksi guru yang cermat, pelatihan, dan evaluasi kinerja yang berkelanjutan sangat penting untuk meningkatkan kemampuan dan kualitas guru. Kepemimpinan yang kuat dari kepala sekolah dalam mengelola juga sangat penting. Kepala sekolah yang memotivasi, memimpin dengan baik, dan menciptakan lingkungan kerja yang positif dapat membantu guru dan karyawan sekolah lebih baik. Hasilnya menunjukkan bahwa mencapai visi dan misi pendidikan yang lebih baik dan administrasi personel terkait dengan optimalisasi manajemen sumber daya manusia di sekolah dasar. Untuk meningkatkan kualitas pendidikan di sekolah dasar, para pemangku kepentingan pendidikan harus membuat kebijakan dan praktik manajemen sesuai dengan tujuan pendidikan.

Kata Kunci: *Optimalisasi, pengelolaan manajemen, mutu pendidikan, sekolah dasar*

Introduction

A person's level of education is a significant factor. The inquiry pertains to individuals' future trajectories and the life paths they will pursue; their educational experiences bolster a person's self-perception and ability to reach their full potential. The art of maintaining one's survival is taught to humans (Fadhilah & Maunah, 2022). Enhancing the learning process inside educational institutions represents a viable approach to attaining educational objectives.

For educators to operate professionally, their resource capacity must undergo enhancement. All tiers of management must possess a comprehensive understanding of the significance of human resources, commonly referred to as human resources. Despite the proliferation of technical advancements, the significance of human elements in achieving organizational success persists. However, implementing this human resource development necessitates careful consideration of numerous factors. This encompasses intrinsic and extrinsic elements and those within and outside the organizational context. Using ratio, emotion, and intention can contribute to attaining organizational objectives. It enables the exploration and development of human resources encompassing rationality, emotions, aspirations, capabilities, competencies, knowledge, and motivation. The primary driver of long-term profitability is the strategic acquisition of innovations and the pursuit of subsidies to maximize their exploitation, mainly through international dissemination.

The development of human resources must be planned and sustainable. In order to ensure the successful implementation of development initiatives, specific prerequisites for a human resource development program. Human resources (HR) must begin their work differently and apply new guidelines to foresee change due to these shifts. Given the significance of change and flexibility, individuals are required to navigate their professional trajectories effectively. Human resource management's role in enhancing education quality is to facilitate the progress and growth of companies and educational institutions. Hence, it is imperative for educational institutions aspiring for advancement to prioritize and effectively administer their human resources to deliver education of exceptional quality. The efficacy of school principals is contingent upon their aptitude for effectively managing the educational personnel. The responsibility for implementing the framework established by the school board lies with the principal and each school section, whether they collaborate or operate independently. Hence, a range of methodologies and concepts about human management are employed to enhance productivity and work performance.

The success of human resource management depends on school leaders, who must continue to expand and develop their teaching staff or human resources to deliver high-quality instruction. According to research, employees may be more loyal and motivated to work if they successfully implement human resource management (Shergy, W, Shirinsky, I, Sonin, D, 2018). Interpersonal bonds and discipline are also strongly developed. According to Hendra Kurniawan, who concurs with Sonin's study, educational standards are enhanced by implementing proficient human resource management practices and commencing with the recruiting, selection, and orientation procedures. According to (Kurniawan, 2018) the intense rivalry prevalent in the contemporary educational landscape, it is imperative for all stakeholders involved to reach a consensus on the critical areas of focus for enhancing the quality of education. Education is a collective responsibility shared by various stakeholders, including the government, society, educators, and all subsystems within the education sector. The education sector in Indonesia continues to encounter numerous challenges, encompassing issues related to administration, curriculum development, student welfare, and educational stakeholders. Every educational institution endeavors to highlight its highest standards and garner public recognition. This ensures that the educational institution is a favorable option for prospective students. All schools possess equal prospects as they are situated in the same position in the framework of Indonesian education legislation.

Kemal (2019) researched improving human resource management in elementary schools to enhance the quality of education. One of the crucial elements in figuring out how well an organization is managed is its human resources. Iskarin (2017) also comprehends human resource management's role in the organizational transition. The research conducted by Qutni (2021) on the essential activities for all school components serves as a basis for human resource planning. Rahmatullah (2021) asserts that the most crucial responsibility in managing human resources to raise the standard of instruction in schools belongs to school principals. Moreover, according to Benjamin (2019), the significance of teacher quality in shaping the vision and mission is emphasized. Marsh (2007) asserts that while the practice and research in higher education commonly involve student evaluation and feedback, the assessment of students in elementary schools is frequently overlooked. Moreover, De Jong and Westerhof (2001) assert that the reliability of assessments concerning elementary school students' teaching quality remains uncertain. The researcher takes it from the preceding justification that elementary schools have unique human resource management (HR) patterns that allow schools to have high-performing human resource assets that pique students' interest.

Method

The methodology used in this study is qualitative. According to Bogdan in Lexy J. Moleong, qualitative methodology is a style of inquiry that generates descriptive data from verbal or written expressions and human behavior. This approach considers the individual's personal history and the broader context. Consequently, in this case, individuals or groups do not need to be divided into variables or hypotheses. Instead, it should regard them as integral components of a comprehensive entity (Moloeng, 1991). Meanwhile (Sugiyono, 2019), Qualitative research is a methodological approach that involves descriptively presenting data through spoken words and written observations gathered from individuals under study.

The study was conducted in a State Elementary School in Serang Regency, Banten. The research data was collected through interviews conducted with principals. This study employs secondary data from pertinent literature, books, documents, and papers. Subsequently, the data analysis procedure commences with scrutinizing data derived from diverse sources, including interviews. The obtained data necessitates transformation and coding. The verification of data integrity is the ultimate stage in the process of data analysis (Moloeng, 1991).

Result and Discussion

Result

The study's findings about enhancing primary school quality through optimizing human resource management indicate that the implementation of rigorous selection protocols and the strategic assignment of teachers based on their areas of expertise are highly significant factors. There is a pressing need for investment in teacher training and continuous professional development, as educators possessing the appropriate abilities may significantly enhance the quality of primary school instruction. By adopting this approach, educators can consistently enhance their pedagogical skills and deliver a higher quality of education to their pupils. In addition, it is essential to ensure that the teacher performance evaluation method works well. This practice facilitates the identification of areas in which teachers can enhance their skills and

offers valuable feedback for their professional development. The establishment of a conducive work environment that provides support to instructors holds significant importance. These encompass excellent amenities, administrative support, and acknowledgment for their contributions. The collaboration between teachers, school staff, and parents is of utmost importance. Facilitating effective communication plays a crucial role in fostering students' growth and advancement while cultivating constructive and harmonious relationships. Technology can also play a significant role in enhancing educational experiences within primary schools. The appropriate combination of hardware and software can potentially enhance the learning process. The presence of individuals in positions of authority, such as principals and human resource managers, who possess robust leadership qualities, is of utmost importance. Individuals in this role must be able to deliver unambiguous directives and possess the aptitude to facilitate the execution of requisite modifications. Assessing student learning outcomes is crucial to gauging the education system's effectiveness. The data above possesses the potential to identify issues and generate corresponding resolutions.

In order to enhance the caliber of education, implementing the following measures can be undertaken to optimize the management of human resources in primary educational institutions. Implementing this initiative is expected to yield favorable outcomes in terms of student development and foster an enhanced educational setting.

Discussion

Human resource management (HR) improves organizational performance by enhancing its ability to accomplish its objectives. The appropriate utilization and development of human resources and their integration into an organization's action plans and goals are essential. The concepts of management and organization are inherently interconnected and cannot be disentangled. A company's long-term viability is contingent upon its management's effectiveness and human resource management practices. (Noor, 2017) . In order to successfully carry out human resource development, it is crucial to consider many internal and external issues that encompass both organizational and non-organizational areas (Notoatmodjo & Prof., 2009) . Personnel management refers to providing direction and advice to persons within the context of their job or work relationships. Comprehensively, personnel management can be defined as a management discipline that encompasses planning, coordinating, and supervising the utilization of human resources within an organization, along with other related aspects of human resource management. Educators and education personnel provide valuable human capital within the education system, capable of contributing to the achievement of national educational objectives (Wibowo, 2015) . As a result, what educational staff and educators mean is shown here.

Individuals appointed to assist education in the national education system are known as educational personnel. (Ministry of National Education, 2022) . However, educators possess the requisite knowledge to fulfill many roles within the educational domain, including but not limited to teaching, counseling, tutoring, lecturing, instructing, facilitating, and assuming other related titles. Teachers have a pivotal role in the facilitation of the educational process. While teachers have the potential to develop or improve an organization, they also possess the capacity to undermine or dismantle it. When educators demonstrate professionalism, they exhibit an increased motivation to fulfill assignments and a willingness to engage in innovative

practices to promote student success. Nevertheless, the efficacy of the educational process is impeded when teachers are disregarded. The level of competence teachers exhibit is contingent upon the effectiveness of human resource management. Hence, the whole range of activities involved in the administration of Islamic education, encompassing recruiting, selection, placement, hiring, rewards, education and training, employee development, and dismissal, fall under human resource management (HR).

Management of Human Resources (HR) Education

The effective execution of management responsibilities is crucial for the school principal or organizational leader. Art is referred to as such due to its focus on representing and exploring human beings or human-related subjects, which possess diverse and distinct attributes. Furthermore, a manager or principal must comprehensively understand their employees' capabilities to effectively assign them to roles and departments that align with their credentials and skills. The efficacy of school principals in attaining school objectives is heavily contingent upon their leadership capabilities. In order to enhance the performance, motivation, and passion of individuals under his leadership, he must exhibit a demeanor characterized by friendliness, proximity, and consideration. The administrator must uphold a positive school environment and foster a conducive setting for student engagement.

In order to optimize outcomes, educational administrators should use human resource management (HR) strategies for Islamic education, encompassing both teaching staff and other personnel. In order to optimize the performance of the educational staff, a school principal must possess the ability to properly arrange, allocate, assess, guide, inspire, and cultivate the individual abilities of each teacher and employee. The following is the chronological order of educational human resource (HR) management procedures implemented in public elementary schools located in Serang Banten Regency.

Planning for Employees

Planning is a crucial component of effective management. Education aims to assess the required number of skilled individuals for present and future employment opportunities. In order to mitigate errors in personnel appointment and placement, school principals must prioritize identifying and analyzing urgent jobs, tasks, and positions. The success of the learning institution is entirely attributed to the leadership exhibited by its employees. Conversely, in their capacity as prominent figures in the educational institution, the principal has complete accountability for enhancing the caliber of the educated workforce (Y. Hidayat, 2020) . Increasing teacher performance is one strategy. The school principal bears the managerial responsibility of enhancing employee performance, with a particular focus on enhancing the professional credentials of their subordinates. The Serang, Banten district public elementary schools strategize allocating educators and educational personnel, focusing on general subject instructors who undergo examinations. This measure is implemented to ensure that the academic proficiency of pupils in these courses aligns with predetermined standards. If the requirements of teachers and education professionals have been fulfilled, the school principal does not engage in yearly workforce planning. This policy exclusively applies to employees who voluntarily terminate their employment, pass away, or reach retirement age.

Acquisition of Personnel

As previously stated, the program lacks a particular focus on preparing educational workers and instructors. In situations that require additional instructors or staff members, the school administration disseminates information regarding the procurement or recruitment process using official channels, including the school website and verified social media platforms such as Instagram. Following the publishing, the selection procedure encompasses interviews, micro-training sessions for teachers, and administrative assessments. Following the selection procedure, individuals are employed at public elementary schools in Serang Regency. The researchers interviewed principals to gather information about their academic qualifications, educational background, requisite abilities demanded by the school, and professional job experience.

Growth and Expansion

Training prepares employees and teachers to complete tasks expected to improve performance. Furthermore, (Sholihah, 2018) defines whether or not the coaching and development program for employees involves physical activity. Since coaching and development for educators is predicated on teachers' professionalism, it follows that teachers' educational, professional, social, and personality skills should be enhanced.

Coaching and development programs for workers use career-oriented frameworks and an emphasis on work performance. Training, technical guidance, and workshops are offered to school principals by the Serang City Ministry of Education and Culture and other organizations. School quality can be raised by investing in teachers' and other education staff's professional growth and productivity. Coaching and professional growth for staff should also be a priority for educational institutions. Educators' demands must be considered when designing training and development programs. This will ensure that the educational process is efficient and aligned with curricular goals.

Mutation and Development

In order to evaluate the performance of personnel in the field of education, school principals possess a comprehensive understanding of their staff members' strengths and shortcomings, which have been accumulated over time. The examination outcomes lead to the advancement, placement, or recognition of those who demonstrate exceptional quality and performance. The principal can provide transfers or position rotations to employees who demonstrate low productivity, lack of motivation, or inadequate task performance. Occasionally, principals dare to advance exceptionally skilled personnel beyond the confines of their designated career trajectory. For instance, following one to two years of service and exhibiting commendable performance, the principal expeditiously designates the instructor as the deputy principal.

The award referred to as compensation is compensation given by an organization to its employees, which can be assessed in monetary terms and is usually given regularly. (Mulyasa, 2009). The compensation provided may take the form of pay, allowances, or accommodations. The analysis of the implementation of educational human resource management in primary schools highlights the crucial role of school administrators in making judicious decisions regarding remuneration and rewards for teachers and employees. This is vital since these factors significantly enhance teacher performance and overall work quality. The discussion of educational management, particularly in elementary schools, holds significant importance. A leader must consistently engage in innovative practices and diligently enhance the educational

institution. The success of any program planned by the principal is contingent upon receiving cooperation from all stakeholders within the school, including educators and education staff.

Human resources (HR), encompassing instructors and education personnel, serve as the fundamental component of education administration. In order to enhance the caliber of Islamic education, it is imperative to concurrently focus on advancing and auguring educators' capabilities within educational institutions. According to scholarly literature, the effectiveness of school principals is contingent upon their comprehensive comprehension of the intricate and cohesive nature of the educational institution and their ability to execute their duties as leaders within the school effectively. The enhancement and cultivation of teachers' capacities should be grounded in recognition of the significance of education in fostering human capital and national identity for the advancement of society and the nation (Nur, 2016). According to the author, the principal of an elementary school in Serang Banten Regency has made solid decisions on managing human resources for teachers and other educational employees. The outcomes of the school principal's execution of human resource management are as follows: Educators and education staff exhibit a disciplined demeanor in their job, as they adhere to the rules and regulations set forth by the school administrator. The allocation of human resources for educators and education personnel is deemed suitable by the election's outcome. These activities are conducted to fulfill the requirements of the institution in order to achieve maximum performance.

They demonstrated the influence of schools' management of human resources on the quality of education imparted to pupils and their level of engagement in the learning process. Principals are eligible to receive awards for their exemplary efforts in fulfilling their responsibilities associated with awards. This system offers remuneration through income and allowances tailored to reflect academic accomplishments while upholding established salary norms. Over the past three years, educators and educational staff members who have demonstrated extensive tenure in schools and attained commendable outcomes have been granted complimentary Umrah opportunities. Researchers widely posit that the bestowal of this accolade will serve as a motivating factor for teachers and education personnel to enhance their professional performance. In addition to conferring accolades for school principals, disciplinary measures are also administered to educators and staff members who exhibit undesirable conduct that undermines the program devised by the principal. A study by researchers revealed that punishment and rewards exhibit a similar impact in motivating individuals to enhance their job performance. Nevertheless, imposing penalties might lead to the relocation or termination of employment.

Nevertheless, it is indisputable that many individuals are required to assist the principal. Several factors can either facilitate or impede the human resource management process in elementary schools. For instance, educators and education staff consistently demonstrate discipline in executing planned programs. Additionally, school principals play a crucial role by effectively communicating program planning guidelines to all educators and education staff, ensuring clarity. Moreover, principals exhibit consistency and active involvement in program implementation, fulfilling their primary responsibility in overseeing the execution of activities, efforts, and processes. The concept encompasses both strategic and operational decision-making processes, as well as the corresponding actions or policies implemented in order to attain specific objectives.

According to the description above, government initiatives must be conducted in light of the field's current circumstances, which entail several factors that must work together and be supported by various tools. This study demonstrates that the school principal has effectively fulfilled his leadership responsibilities. School principals assume a significant and pivotal role in developing and establishing the institutions under their purview within the education system. Hence, central leadership entails managing, organizing, and optimizing resources to attain shared objectives. School principals must possess robust management and leadership attributes.

The management of the school system necessitates stringent oversight. One potential solution for addressing educational challenges is implementing a national education administration system. Educational institutions can effectively address challenges by adopting and implementing quality management systems that are essential for ensuring the provision of high-quality education. Principals possess the requisite accountability for constructing the institutions under their purview, granting them complete jurisdiction to ensure that the school adheres to established benchmarks. Hence, central leadership entails managing, organizing, and optimizing resources to attain shared objectives.

Conclusion

The study's findings on human resource management in primary schools within Serang Regency indicate that educational management encompasses several aspects, such as strategic planning, recruitment and selection, training and development, career advancement and mobility, termination, and remuneration. Nevertheless, the elements of staff planning do not comprehensively employ all theoretical planning elements; instead, they are customized to suit individual requirements. Effective principals play a crucial role in fostering a positive work environment, mainly when initiatives are executed with proficiency. Moreover, there was a notable improvement in the standard of education. The author posits that robust ideals must endure. Within educational institutions, school principals assume a significant role as policymakers. All institutions concerned can effectively adhere to and implement all programs with robust leadership. The implementation of fair remuneration and appropriate disciplinary measures is anticipated to serve as a motivating factor for teachers and educational personnel to enhance their professional performance. The role of the principle holds significant importance within the domain of human resource management. Adequate human resources personnel do duties that yield the desired outcomes for employees. Quality refers to the capacity to demonstrate astuteness and meet the qualitative criteria necessary for a given role, encompassing aptitudes, competencies, attitudes, and conduct.

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