

## Human Resource Management Planning Needs Analysis to Improve the Quality of Education



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**ABSTRACT:** Quality education is a key pillar in sustainable societal development, and the critical role of educators in achieving this goal cannot be ignored. This study aims to carry out an in-depth analysis of the need for HR management planning, especially at the teaching staff level, as a strategic effort to improve the quality of education. The research method uses a literature study method through data collection techniques and previous research findings related to the writing topic. The results of the analysis highlight several important aspects, such as recruitment policies, competency development, performance monitoring and career development for teaching staff. In addition, this research explores the impact of technology and societal changes on the need for HR management planning in the world of education. This article not only provides a comprehensive overview of the need for HR management planning for teaching staff, but also provides concrete recommendations for educational institutions and the government to improve the quality of education on an ongoing basis. It is hoped that the findings from this study can become a basis for developing effective policies and implementation strategies to support the key role of teaching staff in improving the optimal quality of education.

**KEYWORDS:** Management Planning, Educator Staff, Education Quality.

### INTRODUCTION

Education in Indonesia has a very important role in the development of society and the country. The aim of Indonesian national education is to develop the potential of students to become people who have faith and piety, have noble character, are healthy, knowledgeable, capable, creative, independent, and become democratic and responsible citizens. Education in Indonesia consists of formal, non-formal and informal education, all of which have an important role in shaping the character and skills of students. (National Education System, 2003).

Qualified teaching staff play a key role in achieving national education goals. They are responsible for transferring knowledge, forming character, and developing students' skills. Quality teaching staff will be able to create a conducive learning environment, motivate students, and provide quality learning. In this way, quality teaching staff will contribute to improving the overall quality of education (Gilang P, Gramedia Blog).

The problem and challenge in improving the quality of education in Indonesia is the low quality of education at various levels of education, both formal and informal education. Several challenges that must be considered in improving the quality of education include: (1) issues of effectiveness, efficiency and standardization of teaching; (2) low quality of teachers, lack of willingness, and limitations in ability; (3) low teacher welfare, which can affect the quality of teaching and teaching (Made, 2004).

Therefore, to overcome the challenges above, a more effective and efficient education management approach is needed, such as human resource management planning and teacher quality development.

This article aims to understand the importance of HR planning in the educational context, as well as to explore strategies and best practices in HR planning to achieve improved educational quality. The benefit of this writing is to provide a deeper understanding of the role and importance of HR management planning for teaching staff in improving the quality of education, as well as to provide insight into best practices that can be applied in the educational context.

### LITERATURE REVIEW

#### A. Educational HR Management Planning Concept

The importance of HR management planning objectives to improve the quality of education include (1) determining human resource needs, both in terms of quality and quantity, to achieve the desired educational goals; (2) developing the skills of teaching staff through well-planned training and development programs; (3) improving the quality of teaching staff through a strict selection, placement and performance evaluation process (A. Samad Usman, 2014).

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Meanwhile, the benefits of HR management planning to improve the quality of education include: (1) increasing the effectiveness of human resource management in educational institutions; (2) increasing the efficiency of human resource management, so as to reduce waste and increase productivity; (3) improving the quality of teaching staff, so as to improve the overall quality of education. Thus, HR management planning to improve the quality of education has a very important role in achieving the desired educational goals (Dinda N. Aprianty et al, 2023).

According to management expert James A.F., Stoner, quoted by Handoko, T.H. (2000), management is "a process of planning, organizing, leading and controlling all organizational resources to achieve set goals". HR management planning in an effort to improve the quality of education, is an activity that must be carried out starting from mapping the needs of educators and education personnel in an educational unit, until finally ending through the human resource planning process; recruitment, selection, placement, compensation, awards, development and dismissal (Suarga, 2019). Educator and educational management at the strategic, managerial and operational levels greatly determines the quality of education (Nikolaus Anggal et al, 2020).

Educators and educational staff are one of the components of educational human resources who must continue to update themselves, following developments with the times in order to be able to provide up-to-date, high-quality education and learning that is not left behind by other nations. Education that is provided with quality will produce quality educational output, able to compete with other nations (Supriyati, 2017).

Planning is the essence of management, as stated by Siagian (2014), that planning is basically making decisions now about things that will be done in the future. However, when discussing human resources, the focus is more on the steps taken by management to ensure that the right workforce is available to occupy the right positions and jobs at the right time. Meanwhile, according to Utama (2001), analysis of workforce needs is a process of determining the workforce needed to maintain the continuity of normal organizational or company activities.

### B. Improving the Quality of Education

Edward Sallis in his theory says that, Total Quality Management (TQM) is a philosophy of continuous and continuous improvement. TQM is a management approach that focuses on customers and introduces management changes systematically and continuously. In the educational context, the application of TQM aims to improve the quality of education continuously and continuously. Important things that need to be considered in implementing TQM in education include instilling a philosophy of quality, products, customers, quality models, quality standards and educational leadership (Sumiati, 2021).

The correlation between human resource management (HR) and the quality of education is very close. Good human resource management can contribute significantly to improving the quality of education. Several things that need to be considered in the relationship between HR management and education quality include (A. Samad Usman, 2014); (1) recruitment and selection, ensuring that the recruitment and selection process for teaching staff is carried out strictly and objectively in searching for qualified people; (2) training and development; ensure that teaching staff receive continuous education, training and development, so that they can continue to improve their quality; (3) performance evaluation; conduct regular performance evaluations of teaching staff, so that they can be given constructive feedback to continue to improve their performance; (4) teacher welfare; ensure that teachers and other educational staff receive adequate welfare, so that they can work well and focus on their duties.

With good HR management, it is hoped that the overall quality of education can improve. Therefore, attention to HR management needs to continue to be increased to achieve the desired educational goals.

Some examples of best practices in HR management in the education sector include; (1) competency-based HR development, implementation of best practice management systems, such as PAS 55 asset management (physical asset optimization management system which aims to improve physical asset performance), competency-based HR management, and career development, can help in improving quality HR in educational institutions (Shinta Devi Apriliana 2021); (2) continuous training and development; continuous training and development is the best practice in HR management in the education sector. Well-planned training and development can help improve the skills and knowledge of teachers and other educational staff (Chandra Wijaya, 2019); (3) implementation of Total Quality Management (TQM), TQM is a management approach that is customer-oriented and introduces systematic and sustainable management changes (E. Sallis, 2002).

## METHOD

This article was prepared using the library research method through digital data retrieval techniques related to the writing topic. A literature review is an explanation of theories, findings, and other research sources taken from references to become the basis for conducting research (Dekkers, Rob; Carey, Lindsey; Langhorne, Peter (2022).

The study was obtained from searching online journals, e-books and case study articles that discuss the problems raised by the author. The study stages were carried out by collecting library data sources, classifying and citing references from previous research results, making abstractions to obtain complete information, interpreting data to produce knowledge for drawing conclusions (Darmalaksana, 2020).

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Library research is not only the first step in preparing a research conceptual framework, but also utilizes various library sources to understand new phenomena that occur (Zed 2004). Through this literature study, the author analyses the tasks and functions of teaching staff management to gain a deeper understanding, oriented towards human resource management planning and educational quality.

### ANALYSIS AND DISCUSSION

#### A. Identification and Analysis of Educational Human Resource Planning Needs

Identifying the human resource (HR) needs of teaching staff is an important step in managing human resources in the education sector; First, identify training and development needs. This was done to find out what skills and knowledge teachers need to improve the quality of their teaching. After determining training and development needs, then create an identification instrument that will be used to identify human resource needs for teaching staff. The identification instrument can be in the form of searching for information through online questionnaires or written questionnaires. Furthermore, after the identification instrument has been prepared, identification techniques need to be carried out to identify teacher human resource needs in a systematic and sustainable manner. Lastly, in the process of identifying teacher human resource needs, is coordinating with other parties internally and externally to achieve the desired educational goals (Kemendikbud Employee Education and Training Center Team, 2016).

Needs Analysis Management planning in terms of training and development of human resources (HR) for teaching staff includes: (1) teaching quality improvement training, aimed at improving the quality of teacher teaching, both in terms of teaching methods, understanding of the material, and interaction with students (Asnaini, 2020); (2) training on the use of educational technology, aims to improve teachers' skills in using educational technology, such as the use of computers, the internet and digital learning media (Ditpsd Kemendikbud, 2021); (3) classroom management training, aims to improve teachers' skills in class management, such as managing student discipline, managing learning time, and managing conflict in the classroom (Nurjawati, 2017); (4) curriculum understanding training, aims to increase teachers' understanding of the applicable curriculum, so that they can implement it well in learning; and (5) training in understanding student needs, aims to increase teachers' understanding of student needs, so that they can provide learning that suits students' needs (Chandra Wijaya, 2019).

With training and human resource development for teaching staff, it is hoped that the overall quality of education can be improved. So, attention to training and human resource development for teaching staff needs to continue to be increased.

#### B. The Correlation with Improving the Quality of Education

The correlation between training and development of human resources (HR) for teaching staff and improving the quality of education is very close. In the educational context, training and human resource development for teaching staff can help improve the quality of teaching, understanding of the curriculum, application of educational technology, classroom management, and understanding of student needs. With well-planned training and development, it is hoped that the quality of teachers and other teaching staff can be improved, thereby improving the overall quality of education.

Monitoring and evaluating the process is a key step in improving the quality of education. Through monitoring and evaluation, educational institutions can identify weaknesses and potential improvements in the learning process, school management and teacher performance. The results of monitoring and evaluation can be used as a basis for taking necessary corrective actions to improve the quality of education (D. Deni Koswara, 2005). Monitoring and evaluating the educational process can also help educational institutions measure the achievement of educational goals, identify teacher training and development needs, and evaluate the effectiveness of educational programs that have been implemented. Thus, monitoring and evaluating the educational process can help educational institutions improve the overall quality of education (Education Report Card Information Center, Ministry of Education and Culture, 2022).

Assessment of the impact on the quality of education is an important step in improving the quality of education. Through impact assessments, educational institutions can evaluate the effectiveness of educational programs that have been implemented and identify weaknesses and potential improvements in the learning process, school management and teacher performance. The results of the impact assessment can be used as a basis for taking necessary corrective actions to improve the quality of education (Anajauharul Islam, 2000).

Assessment of the impact on the quality of education can also help educational institutions measure the achievement of educational goals and evaluate the effectiveness of educational programs that have been implemented. Thus, assessing the impact on the quality of education can help educational institutions improve the overall quality of education (Puslitjakdikbud, 2020).

#### C. Supporting and Inhibiting Factors

Supporting and inhibiting factors in efforts to improve the quality of education can vary depending on the context and educational environment in question. Several factors that are generally identified as supporting and inhibiting efforts to improve the quality of education include; (1) supporting factors, including; (a) qualifications and competencies of teachers and teaching staff; (b) availability of adequate educational resources and facilities; (c) active involvement of parents/guardians in their children's education; (d) effective and visionary leadership from school principals and education management staff; (e) availability

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of funds and other financial resources to support education quality improvement programs; (f) Strong partnerships between educational institutions, government and society (Herwanto Heru, 2013).

Meanwhile, factors that could be inhibiting are; (a) lack of funds and other financial resources to support education quality improvement programs; (b) lack of qualifications and competence of teachers and teaching staff; (c) lack of availability of adequate educational resources and facilities; (d) lack of active involvement of parents/guardians in their children's education; (e) lack of effective and visionary leadership from school principals and education management staff; (6) lack of strong partnerships between educational institutions, government and society (Izzani Bilah Nafindra, 2022).

In the context of teacher human resource (HR) development, supporting and inhibiting factors can include; (1) supporters; sustainable training and development, availability of adequate educational resources and facilities, active involvement of parents/guardians in their children's education, strong partnerships between educational institutions, government and society; (2) inhibitor; lack of funds and other financial resources to support programs to improve the quality of education, lack of qualifications and competence of teachers and teaching staff, lack of availability of adequate educational resources and facilities (Suleman Angkotasan, 2021).

## RESULTS AND DISCUSSION

The need for human resource management (HR) planning for teaching staff is very relevant to efforts to improve the quality of education. In the educational context, good HR management can help in developing human resources in an organization including schools, not just providing human resources, but integrated actions and various functions starting from planning, staffing or recruitment, human resource development, coaching, and human resource assessment (Amirul Mukminin et al, 2019)

In the context of educational human resource (HR) development, the aim of human resource development is to increase the knowledge, skills and commitment of the workforce (educators and education staff). Thus, developing human resources for teaching staff can help improve the overall quality of education (Hartoyo, 2008).

However, there are supporting and inhibiting factors in efforts to improve the quality of education, such as the qualifications and competence of teachers and teaching staff, the availability of adequate educational resources and facilities, the active involvement of parents/guardians in their children's education, effective leadership and visionary from school principals and education management staff, as well as the availability of funds and other financial resources to support programs to improve the quality of education. Therefore, good HR management planning can help in overcoming inhibiting factors and maximizing supporting factors in efforts to improve the quality of education (A. Samad Usman, 2014).

### A. Implications of Human Resource Management Planning for Educators

The results of human resource management (HR) planning for teaching staff have several positive implications for improving the quality of education, including: (1) fulfilling human resource needs; HR planning allows educational institutions to determine actual human resource needs, such as the number of teaching staff needed, the capabilities that need to be developed, and the appropriate distribution of human resources. (2) development of HR activities; HR planning to develop HR activities that will be managed and developed, so as to increase the effectiveness and efficiency of educational institutions (Hasnadi, 2019); (3) improving the quality of education, by understanding human resource needs and developing appropriate HR activities, HR planning can help improve the quality of education provided in schools (Fathkul Mubin, 2020). (4) improving the overall quality of education, HR planning is more directed at developing quality education, forming reliable, productive, creative and high-achieving human resources. Thus, HR planning can help improve the overall quality of education (Chandra Wijaya, 2019); (5) collaboration and cooperation, HR planning requires good cooperation and collaboration between school principals, teachers, education staff and school committees. This collaboration can help improve the quality of education by creating a consistent and effective learning environment (Ditsmp.kemdikbud, 2021).

Overall, the results of HR management planning for teaching staff have positive implications for improving the quality of education by ensuring the required human resources, developing appropriate HR activities, and creating an effective and consistent learning environment.

### B. Challenges and Opportunities for Implementing Education Quality Improvement Programs

Implementation of education quality improvement programs can face various challenges and obstacles that can affect its success. Some of the challenges and obstacles that are generally faced in implementing education quality improvement programs include: (1) lack of support and commitment from related parties, such as the government, school principals, teachers, and parents/guardians, can hinder the implementation of education quality improvement programs ; (2) lack of resources, such as funds, facilities and qualified teaching staff, can hinder the implementation of education quality improvement programs; (3) lack of understanding and skills, from related parties, such as school principals and teachers, in implementing education quality improvement programs can hinder their success (Dian 2019); (4) lack of evaluation and monitoring of education quality improvement programs can hinder the identification of problems and necessary improvements (Titin Untari, 2017); (5) lack of community involvement in education quality improvement programs can hinder its success (Abdul Bashit, 2018).

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In overcoming these obstacles, integrated and sustainable efforts are needed from related parties, such as the government, school principals, teachers and parents/guardians of students. Continuous evaluation and monitoring also needs to be carried out to ensure the success of education quality improvement programs.

The opportunities for developing educational institutions to improve the quality of education are very large. The following are several opportunities that can be developed: (1) developing partnerships with various parties, such as parents, the community, stakeholders and development partners, can help improve the quality of education; (2) teacher training and development, conducting good teacher training and development, such as training according to their area of competence, can help improve teacher competence and, ultimately, student learning outcomes (BBPMP, Central Java, 2023); (3) developing educational staff by good, such as school administration, administrative staff and academic staff; (4) human resource development, improving the quality of education through developing human resources (HR) of teaching staff and educational staff (Asnaini, 2020); (5) collaboration development, improving cooperation between educational institutions, government, industry, business world and other educational institutions, both at home and abroad; (6) use of information technology, expanding and strengthening synergistic cooperation with government, industry, business world and educational institutions others, both at home and abroad; (7) developing a culture of quality, building good networks with alumni, graduate users and other stakeholders (Dharma Lesmono, 2023).

By taking advantage of these opportunities, educational institutions can achieve the goal of improving the quality of education in a sustainable and effective manner.

## CONCLUSIONS AND RECOMMENDATIONS

### A. Conclusion

Based on the results of the analysis of the study regarding the analysis of the needs for planning human resource management (HR) for teaching staff to improve the quality of education, the following is a summary of the study; (1) HR planning is very important in improving the quality of education, because it allows educational institutions to determine actual HR needs, develop HR activities that will be managed and developed, and increase the effectiveness and efficiency of educational institutions; (2) alignment of human resources, which is a source of knowledge, skills and abilities accumulated within an educational organization, and has an important role in improving the quality of education; (3) the importance of developing human resources for teaching staff is very important to improve the quality of education, because it allows educational institutions to increase the knowledge, skills and commitment of the workforce, both educators and education staff; (4) integration of HR planning, with short-term and long-term planning objectives for educational institutions, is very important to ensure that HR activities are managed and developed in accordance with the objectives of educational institutions; (5) involvement and support from related parties, such as the government, school principals, teachers, and parents/guardians of students, is very important in efforts to improve the quality of education through human resource planning.

From the summary of this study, it can be concluded that HR management planning for teaching staff is very important to improve the quality of education, and requires support and involvement from various related parties.

### B. Suggestions and Recommendations

Based on the results of the studies that have been learnt, there are several research gaps that can be recommended to education stakeholders to carry out further research on analysing the needs for human resource management (HR) management planning for teaching staff in an effort to improve the quality of education, including; (1) conduct case studies on the implementation of HR planning in improving the quality of education in various educational institutions, both at primary, secondary and tertiary levels; (2) develop an HR planning model that suits the needs of educational institutions, both in terms of planning, organizing, supervising and developing human resources; (3) evaluating and monitoring the implementation of HR planning in improving the quality of education, to determine the extent of success and the obstacles faced; (4) develop appropriate research instruments to measure the success of implementing HR planning in improving the quality of education, both in terms of teaching quality, student learning outcomes, and satisfaction of parents/guardians; (5) collaborating with various related parties, such as government, educational institutions, industry, the business world, and other educational institutions, both at home and abroad, to help improve the quality of education.

By understanding and applying the points of direction above, it is hoped that further research can make a significant contribution to efforts to improve the quality of education through human resource management planning for teaching staff.

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