



# Human resource performance management in educational organizations

Nuke Irawati<sup>1</sup>, Pompong Budi Setiadi<sup>2</sup>

<sup>1,2</sup>Master of Management Study Program, Faculty of Management, STIE Mahardhika Surabaya, Indonesia

## ARTICLE INFO

### Article history:

Received Oct 30, 2023

Revised Nov 02, 2023

Accepted Nov 12, 2023

### Keywords:

Educational Organization;  
HR;  
Human resources;  
Work management.

## ABSTRACT

Performance management initiatives, actions, or programs that are started and carried out by an organization's (company's) leadership can be related to planning, directing, and controlling employee performance. The National Education Department at the central level typically oversees HR performance management and educational initiatives, such as planning tasks and the creation of the national curriculum. The purpose of this study is to examine how educational institutions manage their human resources. This study employs a qualitative methodology along with library research techniques. Scientific references are used in data sources and research analysis materials that are collected from books, papers, proceedings, or final projects (thesis, dissertation). The study's findings suggest that human resource planning initiatives, selection, training and development, performance evaluation/assessment, remuneration, and employment termination procedures comprise human resource performance management in educational institutions. Performance management improvements are carried out continuously to deliver employee, team, and organizational performance to the best. To achieve performance management effectiveness, business organizations need to develop supervision in carrying out performance management improvements.

*This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.*



### Corresponding Author:

Nuke Irawati,  
Master of Management Study Program, Faculty of Management,  
STIE Mahardhika Surabaya,  
Jln. Menanggal Tourism 42A, Dukuh Menanggal, Kec. Gayungan, Surabaya, East Java, 60234,  
Indonesia.  
Email: [nuke.irawat81@gmail.com](mailto:nuke.irawat81@gmail.com)

## 1. INTRODUCTION

The age of globalization makes the workplace environment dynamic and competitive, even within the firm itself (Yahya et al., 2023). Nowadays, the rivalry between companies involves more than just a struggle for resources or physical evidence for the personnel or human resources they have (Wuryanti & Setiawan, 2017). As a result, an organization's human resources are a strategic consideration and a yardstick for success. The successful creation of a thorough human resources plan (HRP) will serve as a solid base and initial funding for the efficient implementation of work programs and the achievement of the educational organization's goals (Winarti, 2018). Planning for human

resources is done to find people who can provide the quality and quantity of labor needed to support the educational organization's vision and goal (Sulistiani et al., 2021).

Education is an effort to make humans reach a level called prosperity. Education plays a role not only in the formation of individuals but also in shaping the culture of society towards a better quality of life. Every formal and non-formal organizational activity requires management, the same applies to performance activities in educational institutions (Solanki, 2017).

The role of education in developing human resources and developing national character for the progress of society and the nation is very important. The honor and dignity are primarily influenced by the standard of education in a country (Sidabutar et al., 2023). Almost every area of human life has changed as a result of the advancement of science and technology, where attempts to master and advance science and technology are the sole means of resolving numerous issues. On the other side, despite the benefits for human existence, these innovations have also ushered in a period of escalating international rivalry (Efendi et al., 2023). As a country that has been trampled by the wheels of scientific and technological growth, society's efforts to be able to compete on a global scale must continue to develop and raise the standard of human resources. In the context of Indonesia, which has been rolling out the Law on regional autonomy or destination for twelve years since 1999 and it has been enforced since desensitization as of January 1 2001, it has huge implications for the field of education. Therefore, decentralization of education at the educational unit level is a form of decentralization that requires school economics as a manifestation of school autonomy (Shrestha, 2022).

In this era of globalization, educational institutions are required to provide professional management and services to the community. Due to the increasing interest of the public consumers are now more critical and choose realistic ones. This requires educational institutions to maintain and improve a good image in the eyes of society (Garengo et al., 2022).

The fundamental problem in The topic of human resources (HR) is prevalent in today's educational environment performance is getting a lot of attention from organizations. Many terms are used that refer to the same thing related to performance appraisal, such as performance management, performance appraisal, and job performance appraisal. Performance management can be said to be one of the functions of HR management as a whole (Sheikh et al., 2022).

Usually, performance one of the most delicate elements of HR management is management because it concerns performance itself, performance appraisal, its impact on the working atmosphere, and the provision of compensation and various other forms of appreciation to HR who work in an organization (Girikallo, 2017). A brief overview of the performance management planning process in the educational environment is a continuous process related to performance managerial functions. Suggests that performance management is a continual communication process that is carried out in collaboration between staff members and their immediate supervisors. Activities to establish clear expectations and knowledge of the task to be done are part of this approach (Roboji et al., 2023).

According to Habibi (2022), states that a performance management program can be related to ventures, projects, or plans that the management of an organization (enterprise) starts and executes to organize, steer, and manage staff performance. The National Education Department at the central level typically oversees HR performance management and educational initiatives, such as planning tasks and the creation of the national curriculum.

Previous research conducted by Adwishanty, (2021) found that training, compensation, work performance and work environment carried out by human resource management had a positive and significant effect on increasing employee performance which was also related to increasing organizational performance. In Farchan's research,

(2018) found that excellence in competition is largely determined, among other things, by human resource management strategies. With the right human resource management strategy, the superiority of the company's human resources is expected to support the achievement of competitive advantage for the company. Several previous studies have added insight into the importance of human resource management in improving organizational performance. The novelty of this research is that it provides several factors that can improve organizational performance through management human Resources.

Based on this, the managerial function in education is crucial because education, human resources will have a more significant impact on national change. Human resources are very necessary in a country, therefore education is a way out, apart from that, management is also very necessary because with good management, education will give birth or produce superior and quality human resources, besides that it will also have an impact. which is positive for the development of a country. This research aims to determine human resource performance management in educational organizations.

## 2. RESEARCH METHOD

This research uses a qualitative approach with library research methods.

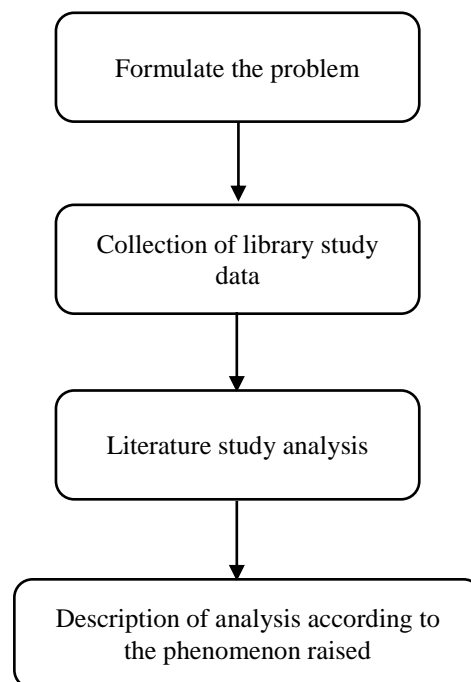


Figure 1. Qualitative descriptive flow diagram

Qualitative research is research that studies problems that are observed in the form of observing phenomena in the field or studying literature and bibliography which then forms a description or picture of the phenomenon being studied.

This study focuses on human resource performance management in educational companies. Scientific references from books, papers, symposia, or final assignments (thesis, thesis, dissertation) are used as data sources and study analysis materials. The manuscript search page is obtained from credible pages, such as Google Scholar and Sinta as well as research results from educational levels. Reading literature is very important to broaden the researcher's insight in the field to be researched and sharpen the formulation of the problem to be posed. However, in efforts to collect reading

material, researchers need to consider two important aspects, namely the relevance of the reading material/literature to the topic of discussion (case) being raised and its novelty. Research sources obtained from Master's level research (thesis), apart from presenting facts according to the research question, researchers are required to develop theories related to the research question (theoretical development). Meanwhile, for the doctoral level (dissertation), apart from these two things, researchers are required to present new findings in the form of concepts, formulas, models or theories. The research process to arrive at theory is as follows:

DATA ---- FACT ---- CONCEPT ---- PROPOSITION ---- THEORY

Next, test the validity of the data by cross-checking research data based on scientific references.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Basic Concepts of HR Management

Please note that the word "Human Resource Management" contains two elements of the terms Management and Human Resources. These two terms have different meanings and meanings. If described, the two terms have the following meanings:

##### a. Management

Management derives from the Old French word management, which means "the art of carrying out and managing" (Pratolo et al., 2020). According to Suharti, management is derived from the term to manage, which implies to organize (Nursam, 2017). The functions of planning, organizing, directing, and controlling the activities of a group of people who are equipped with resources and production factors are applied through management, according to George R. Terry in his book Principles of Management which has been accurately and successfully determined (Hasan, 2022).

Stoner put forward the management terminology as quoted by Hidayat (2021) management is the process of organizing, directing, and overseeing an organization's members' work and the use of its various resources to accomplish predefined objectives. Therefore, it can be concluded from these various definitions that the definition of management is a process that applies the functions of the planning, organizing, directing, and controlling processes to the activities of a group of people who are equipped with resources or factors. This process may use scientific methods or a combination of science and art. production to effectively and efficiently accomplish specified organizational goals.

##### b. Human Resources

Personnel, employees, or employees who operate in an organizational environment are the simplest definitions of human resources (HR). The management of human resources in organizational settings that must be harmonious and capable of meeting the nature, dignity, and universal requirements of people is influenced by this straightforward view (Muzaki, 2021). In terms of human resources terminology, it derives from the word "human resource" in English. The Indonesian word for "human" is "man" (for a noun) or human (for an adjective). Meanwhile, the word Resource (singular) means source, such as a water source.

The word Power is an addition that means strength or power. In The Contemporary English-Indonesian Dictionary. Peter Salim, quoted by Ahmad S. Ruky, said that resources are "resources" which means resources. Conclusions about the meaning of human resources, or the people (employees, workers, or employees) who design and produce goods or services, monitor quality, market products, allocate financial resources, and formulate all organizational strategies and goals, can be drawn from the various definitions given above. Gomes contends that the management of

human resources and all other organizational resources constitutes human resource management (Mughtar & Maulidizen, 2022). So broadly speaking, HRM is not only limited to managing existing human resources but also all existing resources in an organization.

Human resource management is the Management of human resources as the primary resource and asset, through the application of management and operational functions, enables the business to successfully achieve its defined goals. According to Hasibuan in Idris (2019), The science and art of controlling the relationship between employees and their jobs so that they are successful and efficient in achieving the objectives of the business, the employees, and society are known as human resource management. This demonstrates that HR management is the art of successfully and efficiently managing the relationships and duties of the workforce to achieve the objectives of the business or educational institution. The art of managing or regulating the relationship between employees and their roles through planning, recruiting, selecting, developing, maintaining, providing compensation, career, safety, health, and maintaining relationships can be inferred from the various definitions given above. industrial setting to the end of work relationships and the utilization of people as resources to achieve individual, organizational, and societal goals.

#### c. Scope of HR

Human resources are divided into three categories, namely (1) human resource utilization, which includes compensation, promotion, evaluation, and transfer; (2) human resource planning and forecasting, which includes hiring, vetting, training, and career development; and (3) human resource development, individual improvement (education), these three elements can enhance knowledge, abilities, attitudes, and behavior (Mdhlalose, 2023). Three elements, though, are necessary for the development of human resources and cannot be separated from one another. (1) Individual development (personal), aimed at increasing the development of new knowledge, skills, and improving behavior that leads to increased performance; (2) Career development (professional), aimed at identifying the development of interests, values, competencies, activities, and tasks needed in organizational development; and (3) Organizational development, aimed at new development and creating organizational solutions to performance problems by increasing the suitability of the organization (Khairina & Games, 2022).

Functionally, all current resource activities, particularly those involving human resources, are controlled by human resource management. HRM will be in charge of all tasks associated with the vast organizational development rules. It is hoped that HRM will enable all activities to efficiently target organizational goals. Several objectives and human resource initiatives are necessary to achieve this.

#### d. Human Resources Goals and Activities

Human resource management aims to make the company more effective at achieving its objectives. To improve staff productivity, lower absenteeism, and boost employee loyalty to the company more operationally (Ismail & Aminah, 2022). These objectives are part of the educational institution's overall aims, which also include several targets and long-term objectives for the organization. Typically, educational institutions' vision and missions state this.

The four actions that make up human resource management are preparation and procurement, assessment development, compensation and protection, and personnel relations (Ionescu et al., 2022); (1) Job analysis is a part of preparation and procurement; (2) Assessments are developed as part of training that is used to boost employee productivity, and after that, an assessment is conducted to determine suitability and offer feedback for improving performance; (3) Compensation and Protection, which is utilized to reward employees for working through welfare programs; (4) Personnel

Relations, which includes employee encouragement, empowerment, performance structuring, and enhancement through the Personnel organization.

e. HR Management Function

As mentioned by GR Terry regarding management functions generally, the managerial function in HRM is strongly tied to several actions such as; (1) planning, (2) organizing, (3) directing, and (4) controlling. Meanwhile, operational HRM duties cover a range of tasks like managing procurement, development initiatives, delivering remuneration, integrating, maintaining, and ending employment relations. Hasibuan stated that the HRM function encompasses at least several operations, including (1) planning, (2) organizing, (3) directing, (4) controlling, (5) procurement, and (6) developing pay, (7) integration, (8) maintenance of discipline and dismissal (Indri & Ainur Alam Budi Utomo, 2022).

Meanwhile, the next function of HRM is the position of HRM in achieving organizational goals in an integrated manner, which is an integrative effort as part of the HRM strategy in achieving various organizational goals. Meanwhile, Decenzo, with the same goal but in different terms, says there are four HRM functions, namely: (1) Selective employee recruitment through planning, (2) HR training and development to prepare staff to adhere to organizational policies, practices, and goals, (3) Motivation in HR, (4) Upkeep, utilized to increase organizational loyalty among employees (Indiyati et al., 2021).

Human resource management activities must be carried out through the correct process. So that all resource management activities can run on track to facilitate management. Besides that, by following correct management, achieving goals is easy to achieve. We know this management process as the human resource management function consisting of (1) Job Analysis; (2) Human Resource Planning; (3) Selection; (4) Training and Development; (5) Performance Evaluation; and (6) Compensation (7) Career Path; (8) Safety and Health; (9) Industrial Relations; (10) Employment Termination.

f. Technology-Based Performance Management

One part of the management process is performance management, where this process is used to improve resource capabilities in the 4.0 revolution era so that they can compete according to the expected goals. According to Sulistiani et al., (2021), performance is the outcome of an employee's work that is determined by the quality and quantity of his or her performance in carrying out his or her obligations given to him. Meanwhile, performance management according to (Pratolo et al., 2020) is related to business activities carried out by leaders of organizations or institutions to plan, monitor, direct or control, assess employee work performance, and follow up in the form of giving awards or laws to employees so that they can achieve the desired goals. It is hoped that it will be by the institution's or organization's vision, mission, and goals. The following is a performance management cycle that must be carried out in an organization or institution in general:

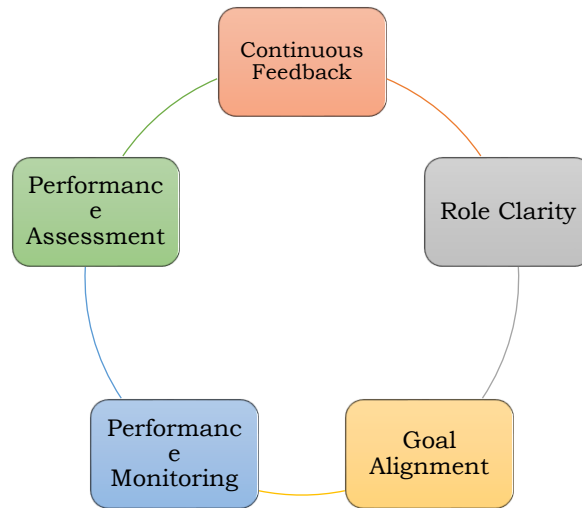


Figure 2. Performance Management Cycle

In carrying out performance management, five main activities must be carried out, including 1) Clarity of roles, by formulating the tasks and functions that are the responsibility of an employee that have been mutually agreed with the superior, where the formulation activities cover any matter or field that can contribute in the form of results for the organization or company. 2) Alignment of goals, namely by agreeing on goals and the form of target results that must be achieved by employees within a certain period, which takes the form of setting achievement standards and benchmarks. 3) Performance monitoring, by monitoring the duties and obligations carried out by employees by providing opportunities and assistance in the form of solutions if employees experience problems and difficulties. 4) Performance evaluation, which compares employee accomplishments to those that businesses or institutions have identified as relevant to setting employee performance criteria. In this assessment stage, there must be an identification of the areas where the employees being assessed are weak. 5) Continuous feedback, by providing feedback to employees who are assessed regarding all assessments that have been carried out, in which the process of providing feedback is that superiors and subordinates hold discussions to discuss areas that are weaknesses of the employee so that later they can improve employee performance in next period (Hidayat, 2021).

g. HR Management in the Education Sector

To accomplish organizational objectives and improve stakeholder welfare, human resource management involves managing people through planning, recruitment, selection, training, development, remuneration, career, safety, and health, as well as sustaining labor relations through termination of employment (Winarti, 2018). Veithzal, who was cited by Abdus Salam DS, claimed that HR management serves a variety of purposes much like general management does. The operational function is one of these functions, and it will later demonstrate that HR management is a crucial and urgent component of management (Girikallo, 2017). The operational functions themselves are as follows: (a) HR Planning, Planning itself is the activity of making decisions about targets (objectives) to achieve goals (Solanki, 2017). Usman explained that in its implementation several things must be done in planning, namely; (a) Assessing needs (HR needs analysis), (b) Formulating goals and objectives, (c). Formulate policies and determine priorities, (d) Formulate projects and programs, (e) Test feasibility, (f) Implement plans, (g) Assess and revise plans. (b) HR Selection, Development and plan for preparing human

resources to fulfill the needs of the organization in the future. Four key steps must be taken when preparing educational personnel: (a) planning for future needs, (b) planning for future balance (quality), (c) planning for staff recruitment, selection, and dismissal, and (d) planning for development (Indiyati et al., 2021). The process of selecting someone to fill a post based on various evaluations is called selection. Selection, according to Abdus Salam DS, is a process to identify potential job applicants who have the necessary skills for the position or job they are applying (Shrestha, 2022). (c) Human Resource Development and Development

Human resource coaching and development is utilizing the work productivity of all human resources to develop the ability to perform their jobs with knowledge, insight, attitudes, and talents (Mughtar & Maulidizen, 2022). The goal of training, coaching, and development, according to Abdus Samad DS, is to increase employee performance in the present as well as the future. The goal of this project is to enhance employee skills and knowledge. Human development, whose core is education and training, is one of its activities. (d) HR Assessment, HR assessment is an attempt to determine how well human resources perform and have potential for development. This understanding was clarified by Wuryanti & Setiawan (2017), that assessment is a methodical manner to analyze a worker's accomplishments, contributions, potential, and value as a foundation for development and other factors. Monitoring and supervision (evaluation) or educational monitoring are activities to gather information about the execution of a partnership. (e) Compensation, Wages and bonuses related to a job are considered compensation. While this is going on, Lijen Poltak Sinambela argues in his book that compensation is the sum of all rewards offered to employees as payment for the services they render to the company (Solanki, 2017).

#### 4. CONCLUSION

Considering the findings of the investigation and analysis, it can be concluded that human resource performance management in educational organizations consists of HR recruitment planning, selection, training and development, performance evaluation/assessment, compensation, and employment termination systems.

Performance management can be implemented in the form of quality improvement, in this case, teachers as human resources where teaching staff (teachers) can apply information technology as an innovative and creative learning medium so that it will produce a more enjoyable and high-quality teaching and learning process.

The limitations of the problems in this research are limitations in obtaining literature reviews and developing research instruments and limitations in collecting data using a fairly long process due to samples working in the field. It is hoped that future researchers will be able to examine other factors that influence employee performance, for example work motivation. Optimizing the performance of an institution which is influenced by the HR placement process is not something that should be doubted. Placing someone according to their needs and competencies will have implications for improving the performance of an institution.

#### REFERENCES

- Efendi, S., Pratiwi, S. N., & Sulasmi, E. (2023). Manajemen Strategis Kepala Sekolah Dalam Pengembangan Sumber Daya Manusia Untuk Meningkatkan Profesional Kerja Tenaga Pendidikan dan Kependidikan di SMK Muhammadiyah 8 Medan. *Jurnal EduTech*, 9(1).
- Garengo, P., Sardi, A., & Nudurupati, S. S. (2022). Human resource management (HRM) in the performance measurement and management (PMM) domain: A bibliometric review. *International Journal of Productivity and Performance Management*, 71(7), 3056–3077. <https://doi.org/10.1108/IJPPM-04-2020-0177>

- Girikallo, A. S. (2017). *Sistem Manajemen Kinerja Institusi Perguruan Tinggi Swasta Di Indonesia (Uji Test Standar Nasional Perguruan Tinggi 'SNPT')*. *Journal of Management & Business*, 1(1).
- Habibi, A. (2022). Manajemen Sumber Daya Manusia (SDM) di Lembaga Pendidikan. *Taklimuna: Journal of Education and Teaching*, 1(1).
- Hasan, H. (2022). Sistem Rekrutmen Dalam Pengembangan Manajemen Sumber Daya Manusia (SDM) Pendidikan. *Promis*, 3(2).
- Hidayat, W. (2021). Peran Pengelolaan Manajemen Sumber. *Jurnal Pendidikan Islam. AL-ISHLAH Jurnal Pendidikan Islam*, 19(2).
- Idris, I. (2019). Exploring organizational culture, quality assurance, and performance in higher education. *Management and Economics Journal (MEC-J)*, 3(2), 166. <https://doi.org/10.18860/mec-j.v3i2.7529>
- Indiyati, D., Ghina, A., & Romadhona, A. F. (2021). Human Resource Competencies, Organizational Culture, and Employee Performance. *International Journal of Science and Society*, 3(1), 1–10. <https://doi.org/10.54783/ijssoc.v3i1.251>
- Indri & Ainur Alam Budi Utomo. (2022). OPTIMALISASI SUMBER DAYA MANUSIA DALAM PENINGKATAN MUTU LEMBAGA PENDIDIKAN. *BUANA ILMU*, 7(1), 106–115. <https://doi.org/10.36805/bi.v7i1.3021>
- Ionescu, R. V., Zlati, M. L., Antohi, V. M., Cristache, N., & Raducan, M. (2022). Educational performance between the human resource's theoretical paradigm and the practical mentality. Analysis at the European level. *Frontiers in Psychology*, 13, 1038868. <https://doi.org/10.3389/fpsyg.2022.1038868>
- Ismail, I., & Aminah, S. (2022). Analisis Manajemen Sumber Daya Manusia dalam Meningkatkan Mutu Pendidikan di Sekolah Menengah Pertama Negeri 1 Gilireng Kabupaten Wajo. *Jurnal Ada Na Gau: Public Administration*, 3(1).
- Khairina, F., & Games, D. (2022). The Influence of Talent Management Practices on Employee Performance: The Mediating Role of Employee Engagement and Employee Job Satisfaction. (Case Study at PT Bank Negara Indonesia (Persero) Tbk Regional Office 02). *Enrichment: Journal of Management*, 12(4).
- Mdhhalose, D. (2023). THE SYSTEMATIC REVIEW OF EFFECTIVE PERFORMANCE MANAGEMENT SYSTEMS IN ORGANIZATIONS. *Jurnal Aplikasi Manajemen*, 21(2). <https://doi.org/10.21776/ub.jam.2023.021.02.04>
- Muchtar, A. H., & Maulidizen, A. (2022). *Human Resources Management In Improving Company Performance*. 5(2). <https://doi.org/10.5281/ZENODO.6545502>
- Muzaki, I. A. (2021). Manajemen Sumber Daya Manusia sebagai Basis Penguatan Kualitas Pendidikan. *Muntazam: Jurnal Manajemen Pendidikan Islam*, 2(2).
- Nursam, N. (2017). Manajemen Kinerja. *Kelola: Journal of Islamic Education Management*, 2(2). <https://doi.org/10.24256/kelola.v2i2.438>
- Pratolo, S., Mukti, A. H., & Anwar, M. (2020). Result-based Management Implementation in Higher Education Institution: Determinants and Impact on Performance. *Journal of Accounting and Investment*, 21(3). <https://doi.org/10.18196/jai.2103166>
- Roboji, Z., Mpuangnan, K. N., Watson-Ben, L., & Dick-Sagoe, C. (2023). Adapting Employee Performance Management in the Face of the COVID-19 Pandemic. *OALib*, 10(08), 1–16. <https://doi.org/10.4236/oalib.1110496>
- Sheikh, A. Z., Chandler, J., Hussain, B., & Timmons, S. (2022). Performance measurement and management in the British higher education sector. *Quality & Quantity*, 56(6), 4809–4824. <https://doi.org/10.1007/s11135-022-01339-3>
- Shrestha, G. (2022). Performance management system in educational institution using Management by Objectives (MBO) and 360° appraisal method. *Shanti Journal*, 1(1), 134–147. <https://doi.org/10.3126/shantij.v1i1.47813>
- Sidabutar, T., Banurea, T., Nasution, A., & Sadikin, A. (2023). *Manajemen Kinerja Sumber Daya Manusia dalam Organisasi Pendidikan*. 5(1).
- Solanki, N. (2017). Managing Performance in the Higher Education System. *IRA International Journal of Education and Multidisciplinary Studies (ISSN 2455-2526)*, 6(3), 260. <https://doi.org/10.21013/jems.v6.n3.p6>
- Sulistiani, L. S., Kismartini, K., Suwitri, S., & Putranti, I. R. (2021). AN ANALYSIS OF PERFORMANCE MANAGEMENT SYSTEM FOR IMPROVING LOCAL GOVERNMENT. *JHSS (JOURNAL OF HUMANITIES AND SOCIAL STUDIES)*, 5(3), 304–310. <https://doi.org/10.33751/jhss.v5i3.4040>

- Winarti, E. (2018). Perencanaan Manajemen Sumber Daya Manusia Lembaga Pendidikan. *Jurnal Tarbiyatuna*, 3(1).
- Wuryanti, W., & Setiawan, I. (2017). A Model for Improving Human Resource Performance in the Context of Knowledge Donating. *Jurnal Dinamika Manajemen*, 8(2). <https://doi.org/10.15294/jdm.v8i2.12761>
- Yahya, M., Annas, N. A., & Nurjannah, R. A. (2023). Implementasi Manajemen Sumber Daya Manusia pada Kompetensi Guru SMK 1 Wahyu Makassar. *YUME : Journal of Management*, 6(1).