



HUMAN RESOURCE MANAGEMENT IN EDUCATIONAL MANAGEMENT: CASE STUDY AT SULTAN AGUNG VOCATIONAL SCHOOL

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ABSTRACT

This research aims to examine the implementation of Human Resource Management (HRM) in educational management at Sultan Agung Vocational School, focusing on the challenges, strategies, and effectiveness of HR practices in improving the quality of education. Human resources in vocational schools play a crucial role in preparing students with skills that are directly relevant to the labor market. However, various issues related to HRM, such as the qualification of teaching staff, professional development, and organizational coordination, have hindered the optimal development of students' competencies. This qualitative study utilizes in-depth interviews and document analysis as primary data collection methods to explore HRM practices at Sultan Agung Vocational School. The findings indicate several key challenges, including a shortage of qualified instructors in specialized fields, limited opportunities for staff training and development, and a lack of structured evaluation and career development systems for educators. Furthermore, weak coordination within the school's administrative structure has resulted in inefficiencies in managing staff and aligning educational objectives with industry needs. Based on these findings, the study offers recommendations for improving HRM practices, such as enhancing teacher qualification programs, establishing continuous professional development initiatives, and implementing comprehensive performance evaluation systems. This research contributes to the understanding of HRM in educational settings, particularly in vocational schools, and provides insights for enhancing HR practices to improve educational outcomes and student employability.

Keywords: *Human Resource Management, Educational Management, Vocational High School, Professional Development, Performance Evaluation, Vocational Education, Quality of Education.*

I. INTRODUCTION

A. Research Background

Human resources (HR) are a very important element in the world of education because the quality of teaching staff and education personnel directly affects the success of the learning process and the development of student competencies. Moreover, in Vocational High Schools (SMK), HR management must be more focused on the development of technical skills and expertise that are relevant to industry needs. Therefore, effective HR management is very important in creating a conducive learning atmosphere and in accordance with the demands of the job market.

SMK Sultan Agung is one of the educational institutions that is committed to producing graduates who are ready to work with skills in accordance with the fields of expertise studied. However, HR management in this school faces various challenges that affect the quality of education and the readiness of graduates to face the world of work.

In this case, HR management at SMK Sultan Agung is not optimal in several aspects. First, there is a shortage of teaching staff who have the qualifications and competencies in accordance with the fields of expertise taught, especially in majors that require in-depth technical expertise. This causes limitations in teaching that can affect the quality of student understanding and skills.

Second, although there are already training programs for educators, the level of participation and quality of training provided are still limited. Most teachers still lack updated knowledge related to the latest industrial and technological developments, which are very important to teach students so that they are ready to face the demands of the world of work.

Third, the problem of coordination between sections in HR management at SMK Sultan Agung is also an obstacle. The recruitment, placement, and career development processes of educators have not been fully structured, resulting in a lack of welfare and work motivation among educators. This can affect their dedication to teaching and student development.

In addition, the absence of an effective performance evaluation and monitoring system is also a relevant problem. Without a clear evaluation, it is difficult to measure the success of HR management programs and identify areas that need improvement.

With this background, this study aims to identify and analyze HR management in educational management at SMK Sultan Agung and find solutions to improve the quality of HR management. This study will provide a deeper picture of the challenges faced in HR management and provide recommendations that can be implemented by school management to improve the quality of education and graduates of SMK Sultan Agung.

B. Research Formulation

Based on the background that has been explained, there are several main problems related to the management of Human Resources (HR) at SMK Sultan Agung which affect the quality of education and students' readiness to face the world of work. Some relevant problems include:

1. How is human resources (HR) managed in education management at SMK Sultan Agung, especially in terms of qualifications and competencies of teaching staff?
2. What are the challenges faced in the professional development of teaching staff at SMK Sultan Agung?
3. How is the evaluation system and career development of teachers at SMK Sultan Agung in supporting the improvement of education quality?
4. What is the role of coordination between sections in HR management that can affect the effectiveness of education management at SMK Sultan Agung?
5. How can the implementation of HR management at SMK Sultan Agung be aligned with the needs of industry and the job market?

C. Research Objectives

This study aims to explore and analyze the implementation of Human Resources (HR) management in education management at SMK Sultan Agung, with the following specific objectives:

1. To analyze HR management in education management at SMK Sultan Agung, especially related to the qualifications and competencies of teaching staff.
2. To identify the challenges faced in the professional development of teaching staff at SMK Sultan Agung.
3. To evaluate the performance evaluation system and teacher career development at SMK Sultan Agung and its impact on the quality of education.
4. To assess the role of coordination between sections in the organizational structure of SMK Sultan Agung in human resource management.
5. To provide recommendations on ways to align human resource management at SMK Sultan Agung with the needs of industry and the job market in order to improve the quality of education and student readiness

II. LITERATURE REVIEW

A. Human Resource Management (HR) in the Context of Education

HR Management in education is a process that involves the management of educators and education personnel in order to achieve better educational goals. According to Dessler (2015), HR management in educational institutions includes planning, recruitment, training, career development, and performance evaluation, all of which aim to improve individual performance and productivity in educational organizations. HR management in education is very important, considering that the quality of teachers and educators directly affects

student learning outcomes. Quality human resources will produce students who are competent and ready to face the challenges of the world of work. In the context of vocational schools, HR management must be more focused on developing technical skills that are relevant to industry and the job market.

B. Human Resource Management in Vocational High Schools (SMK)

SMK has an important role in preparing skilled workers who are ready to compete in the job market. Therefore, HR management in vocational schools needs to pay attention to several important aspects, such as teaching staff qualifications, training programs, and professional development. Setiawan (2019) stated that human resource management in vocational schools must be adjusted to the needs of the industrial world to create competent graduates who are in line with technological developments.

Challenges in human resource management in vocational schools include the limited number of qualified teaching staff, especially in vocational fields that require high technical skills. In addition, increasing teacher capacity through training and professional development is often limited, which can affect their ability to teach according to industry demands (Suryani, 2018).

C. The Importance of Professional Development for Educators

Professional development is an important aspect of human resource management in the education sector. According to Hargreaves & Fullan (2012), professional development for educators not only improves the quality of teaching, but also contributes to increased motivation and job satisfaction. In vocational schools, professional development should include knowledge of the latest industry developments and practical skills that can be taught to students.

Effective training will equip teachers with competencies that are in line with changing industry needs. This is very important so that educators can teach skills that are relevant to the job market and evolving technology. Continuous training also serves to improve the quality of teaching which in turn will improve the quality of vocational school graduates (Sutikno, 2017).

D. Performance Evaluation and Career Development in Education

A clear and structured performance evaluation system is an important component in human resource management in educational institutions. According to Armstrong (2014), performance evaluation allows management to identify the strengths and weaknesses of educator performance, and to establish appropriate development plans. Transparent and objective performance evaluation will support teacher career development and provide constructive feedback for improvement.

However, in many vocational schools, a structured performance evaluation system is often not optimally implemented. This causes difficulties in monitoring teacher development and determining appropriate development

strategies. Therefore, an evaluation system is needed that not only measures student learning outcomes but also teacher performance in the learning process.

III. RESEARCH METHODOLOGY

A. Research Approach

The approach used in this study is a qualitative approach, which aims to gain a deep understanding of the phenomenon of HR management in educational management at SMK Sultan Agung. Qualitative research allows researchers to explore the perspectives, experiences, and perceptions of various parties involved in HR management in the school environment.

B. Type of Research

This type of research is a case study. Case study research allows researchers to analyze a phenomenon in depth in a specific context, namely SMK Sultan Agung. This case study aims to provide a detailed description of how HR management is carried out in the school and the challenges and solutions faced in managing it.

C. Research Location

This research was conducted at SMK Sultan Agung, which is one of the vocational high schools that has an important role in vocational education. SMK Sultan Agung was chosen because of its representative existence in the context of HR management in vocational schools and its potential in producing skilled workers.

IV. RESEARCH RESULT

This study aims to analyze the management of Human Resources (HR) in educational management at SMK Sultan Agung, which involves various aspects related to policies, training, performance evaluation, and industry involvement in the HR management process. The following are the research results obtained from interviews, observations, and documentation conducted at SMK Sultan Agung:

A. Management of Educators (Teachers and Instructors)

1. Teacher Qualifications and Competencies

Based on interviews with the principal and observations in the field, most of the educators at SMK Sultan Agung have qualifications that are in accordance with the fields of expertise they teach. However, there is a shortage of instructors in certain departments, such as Information Technology and Automotive, where the teaching staff do not yet have relevant industry certification.

The perceptions of the teachers interviewed showed that although they have adequate academic competence, they feel the need to receive further training related to the latest developments in the industry in order to be able to teach more relevantly.

2. Recruitment and Selection Process

The recruitment process at SMK Sultan Agung is carried out openly, but is sometimes constrained by the limited number of prospective teachers who meet the desired technical competency standards. Principals stated that they often had to make adjustments to the qualifications of prospective teachers, especially in very specific technical areas.

In some cases, principals relied on collaboration with other vocational education institutions to facilitate training programs for prospective teachers who did not directly meet industry standards.

B. Teacher Training and Professional Development

1. Training Programs

The study found that SMK Sultan Agung has organized several training programs for teachers, both internal and external. These programs include pedagogical training, practical skills-based teaching, and industry expertise certification.

However, the lack of budget for more intensive training is a major obstacle to teacher professional development. Several teachers stated that they had to seek training independently to update their technical skills, which made the burden of education costs heavier.

2. Collaboration with Industry

One important finding in this study is the existence of collaboration with industry, especially in the preparation of curriculum and development of technical skills that are in accordance with the demands of the job market. SMK Sultan Agung has established good relationships with several local companies in the Information Technology and Automotive sectors to organize internship programs for students and training for teachers.

However, despite cooperation with industry, industry involvement in teacher training is still limited to technology-based teaching, while other sectors such as health and agriculture are underrepresented.

C. Teacher Performance Evaluation

Based on observations and interviews with the principal and several teachers, SMK Sultan Agung uses a performance evaluation system based on student learning outcomes, but it is not yet fully adequate in measuring teachers' overall teaching abilities. Teacher performance evaluation focuses more on exam results and practical exams, while aspects of teacher competency development in the field of industrial skills and pedagogy receive less attention.

Most teachers stated that they received evaluations through direct assessments of students, conducted by the principal and supervisor, but feedback from these evaluations was often late and not well structured.

D. Coordination and Human Resource Management at SMK Sultan Agung

1. Organizational Structure and Coordination

At SMK Sultan Agung, coordination between academic and non-academic divisions is relatively good, although there are some challenges related to communication between departments. The principal regularly holds coordination meetings between teachers and administrative staff to discuss issues that arise related to human resource management, such as shortages of teaching staff and distribution of teaching loads.

However, the lack of administrative staff trained in HR management causes some administrative processes to run slowly, such as in terms of managing training schedules and teacher career development.

2. Task Distribution System

The task distribution system in schools is based on the academic qualifications and teaching abilities of each teacher. However, due to the limited number of teaching staff with certain specializations, some teachers are often given the task of teaching in areas of expertise that are different from their scientific background, which affects the quality of teaching.

E. Industry Involvement in Human Resource Management

SMK Sultan Agung has a close relationship with the industrial world, especially in preparing a curriculum that is tailored to the needs of the job market. In this case, the industry plays a role in providing input on technical skills needed in the world of work, so that the curriculum in schools is more relevant to industrial developments.

In addition, the industry is also involved in internships and counseling for students and teachers regarding the latest trends in the world of work. Even so, there are still differences in the level of industry involvement in several departments, where industry in certain sectors is less active in contributing in terms of counseling or training.

F. Obstacles in Human Resource Management at SMK Sultan Agung

Some of the obstacles found in human resource management at SMK Sultan Agung include:

1. Limited budget for training and professional development of teachers.
2. Lack of instructors who have the latest industry expertise, especially in fields such as Information Technology and Automotive.
3. Lack of a well-structured performance evaluation system to monitor teacher performance as a whole.
4. Lack of integration between curriculum and practice in the industrial world, although cooperation with industry already exists, but is not yet comprehensive in all vocational fields.

V. CLOSURE

A. Conclusion

This study aims to analyze the management of Human Resources (HR) in educational management at SMK Sultan Agung, with a focus on the management of teaching staff, training and development systems, and performance evaluation implemented by the school. Based on the results of the study, several things can be concluded as follows:

1. **Teacher Qualifications and Competencies** SMK Sultan Agung has tried to ensure that the teaching staff employed have qualifications that are in accordance with the fields of expertise they teach. However, there are still some shortcomings in terms of the number and qualifications of instructors in certain fields, such as Information Technology and Automotive, where the availability of teaching staff with relevant industry certification is limited.
2. **Recruitment and Selection of Teaching Staff** The recruitment process at SMK Sultan Agung is carried out with an open procedure, although there are challenges related to the availability of prospective teachers who meet technical standards in certain fields of expertise. The management of teaching staff at the school often experiences adjustments related to the quality and competence of prospective teachers.
3. **Teacher Training and Development** SMK Sultan Agung organizes several training programs for teachers, both internal and external, but the limited training budget is one of the main obstacles. Although there has been cooperation with industry to develop teacher skills, the existing training is still inadequate in meeting the needs for developing technical and pedagogical competencies.
4. **Performance Evaluation System** Teacher performance evaluation at SMK Sultan Agung focuses more on student learning outcomes and does not consider a more comprehensive evaluation of teachers' pedagogical and technical competencies. The existing evaluation process tends to be late in providing constructive feedback for further development.
5. **Coordination and Human Resources Management** Coordination between academic and non-academic departments at SMK Sultan Agung has generally been running well. However, there are several challenges related to the lack of administrative staff trained in managing human resources efficiently. The division of tasks that is carried out sometimes causes an uneven workload among teaching staff.
6. **Industry Involvement** SMK Sultan Agung has established good relations with the industrial world in terms of developing relevant curricula and organizing internship programs for students. Although there are several industrial sectors that have been involved, industry involvement in terms of training and professional development for teachers is still limited in several vocational fields, such as health and agriculture.
7. **Obstacles Faced** The main obstacles in managing human resources at SMK

Sultan Agung are limited budget for training, lack of teaching staff with industry certification, and a performance evaluation system that is not yet optimal. In addition, the lack of integration between curriculum and practice in the industrial world is also a challenge that needs to be overcome.

B. Suggestion

Based on the findings above, there are several recommendations that can be given to improve HR management at SMK Sultan Agung, including:

1. Improving Teacher Qualifications and Certification SMK Sultan Agung needs to improve the qualifications and industry certification for teaching staff, especially in fields that require certain technical expertise, such as Information Technology and Automotive. Providing relevant industry certification training will help teachers be better prepared to teach skills that are in line with developments in the industrial world.
2. Improving Training and Development Programs To overcome budget constraints, schools can seek alternative training funding, such as through collaboration with professional training institutions or with related industries. Existing training programs need to be expanded to include pedagogical skills and technical skills, and make ongoing training part of career development for educators.
3. Improving the Performance Evaluation System SMK Sultan Agung needs to develop a more comprehensive and structured performance evaluation system, which not only focuses on student learning outcomes, but also includes pedagogical aspects and industry skills of teachers. Feedback from this evaluation needs to be provided regularly and constructively, and carried out transparently.
4. Strengthening Inter-Departmental Coordination To improve coordination between academic and non-academic divisions, it is recommended to improve training for administrative staff so that they have skills in more effective HR management. In addition, the use of better information technology systems in managing data and teaching schedules can help minimize barriers to coordination between departments.
5. Improving Industry Involvement Industry involvement in vocational education needs to be improved not only in terms of curriculum cooperation, but also in teacher training and curriculum development based on industry needs. SMK Sultan Agung needs to expand cooperation with various relevant industrial sectors, so that teachers and students can gain broader insights into the world of work.
6. Improving Infrastructure and Resources To support better HR management, SMK Sultan Agung is advised to improve educational infrastructure, such as laboratories and industry-based training facilities, which can be used to improve students' technical skills and also improve the quality of teaching. These facilities can be equipped with technological devices that support skills-based learning.

7. Teacher Career Development In order to improve teacher satisfaction and work motivation, schools need to develop a reward and incentive system that can encourage teachers to continue improving the quality of their teaching and skills. This can also include opportunities to continue their studies or take further training.

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