The Strategic Role of Human Resource Management in Improving the Performance of Educational Organizations: A Literature Review

Peran Strategis Manajemen Sumber Daya Manusia dalam Meningkatkan Kinerja Organisasi Pendidikan: Tinjauan Literatur

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A B S T R A K

Artikel ini bertujuan untuk mengeksplorasi peran pengelolaan Sumber Daya Manusia (SDM) dalam meningkatkan kinerja organisasi pendidikan melalui tinjauan literatur. Metode penelitian yang digunakan adalah studi literatur dengan mengumpulkan dan menganalisis sumber-sumber relevan dari database akademik seperti Google Scholar dan Scopus. Hasil penelitian menunjukkan bahwa perencanaan, pengembangan, dan evaluasi SDM yang efektif merupakan kunci utama dalam meningkatkan kinerja organisasi pendidikan. Perencanaan SDM melibatkan analisis kebutuhan, pengembangan kompetensi, dan adaptasi terhadap perubahan lingkungan. Pengembangan SDM berfokus pada pelatihan, motivasi, dan pembentukan budaya organisasi yang kolaboratif. Sementara itu, evaluasi SDM membantu dalam mengidentifikasi kekuatan dan kelemahan kinerja serta menyusun program pengembangan yang relevan. Tantangan utama meliputi persaingan global, perkembangan teknologi, dan tuntutan kualitas pendidikan. Artikel ini memberikan rekomendasi strategis bagi institusi pendidikan untuk mengelola SDM secara holistik guna mencapai tujuan organisasi yang lebih baik.

A B S T R A C T

This article aims to explore the role of Human Resource Management (HRM) in improving the performance of educational organizations through a literature review. The research method used is a literature review by collecting and analyzing relevant sources from academic databases such as Google Scholar and Scopus. The research results show that effective planning, development, and evaluation of human resources are the main keys to improving the performance of educational organizations. HR planning involves needs analysis, competency development, and adaptation to environmental changes. HR development focuses on training, motivation, and the formation of a collaborative organizational culture. Meanwhile, HR evaluation helps in identifying strengths and weaknesses in performance and in developing relevant development programs. The main challenges include global competition, technological advancements, and the demand for quality education. This article provides strategic recommendations for educational institutions to manage human resources holistically in order to achieve better organizational goals.

1. INTRODUCTION

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Human Resources (HR) are the most important asset in an organization, whether in the education, government, or business sector. HR plays a crucial role in achieving organizational goals, because without quality HR, the organization will not be able to compete in the challenging era of globalization (Utomo et al., 2021). In the context of education, effective human resource management becomes the main key to improving the quality of learning and achieving holistic educational goals (Aimmah et al., 2024). The quality of human resources will determine the success of the organization in achieving its goals, especially in improving performance and productivity. In the world of education, effective human resource management becomes the main key to creating a conducive learning environment and supporting the achievement of educational goals. According to Prasetyo and Purnomo, effective human resource management not only involves recruitment and placement of personnel but also encompasses competency development, motivation, and performance evaluation (Prasetya, 2020). This is in line with the opinion of Kusuma et al. who state that strategic HR management can enhance the quality of education and the overall performance of the organization (Kusuma, n.d. 2021).

The era of globalization and digitalization demands educational institutions to continuously adapt to dynamic environmental changes. Challenges such as competition among educational institutions, technological advancements, and societal demands for better quality education require educational organizations to manage human resources effectively. According to Utomo et al., effective human resource management in the context of education involves strategic planning, training, and skill development for educators to be able to face these challenges (Utomo et al., 2021). A similar point was made by Nur Fitriyani et al. that the development of the education sector in the digitalization era is dynamic and creates a competitive situation. Competition among organizations is now open, with each striving to showcase superior human resources capable of competing nationally and internationally (Fitriyani et al., 2024). In addition, human resource management must also pay attention to aspects of motivation and job satisfaction, as these two factors have a significant impact on the performance of educators and educational staff.

This literature review aims to explore human resource management strategies in improving organizational performance in education. By reviewing various previous studies, this article will discuss how the planning, development, and evaluation of human resources can contribute to the improvement of organizational performance in education. In addition, this article will also discuss the challenges and factors that affect the effectiveness of human resource management in the educational context. Through this study, it is hoped that strategic recommendations can be provided for educational institutions in managing human resources to achieve better organizational goals.

2. METHOD

This research uses the literature review method to analyze and examine various sources related to human resource management (HRM) strategies in improving the performance of educational organizations. The literature review was chosen because it allows researchers to delve into in-depth information from various relevant sources, such as journals, books, articles, and other previously published documents. According to Fadli, literature review is an effective approach to identify, analyze, and synthesize findings from previous research to answer the proposed research questions (Fadli, M. R, 2021).

The data collection process was carried out by searching for relevant literature sources through academic databases such as Google Scholar, Publish or Perish, and Scopus. The keywords used in the search include "HR management in education," "strategies for improving the performance of educational organizations," and "human resource management." The researcher selected sources published within the last 10 years (2014-2024) to ensure the relevance and accuracy of the data. Additionally, the inclusion criteria used are sources that specifically discuss human resource management, motivation, competency development, and performance evaluation in the context of education.

After the data was collected, the researcher conducted a thematic analysis to identify the main patterns and themes that emerged from the reviewed literature. This thematic analysis involves the processes of coding, grouping, and interpreting data to find the relationship between human resource management strategies and the improvement of educational organization performance.

3. RESULT AND DISCUSSION
A. Human Resource Planning in Educational Organization Performance

Human Resource Planning (HRP) is a systematic process to identify, develop, and utilize the potential of the workforce to achieve organizational goals. In the context of education, human resource planning plays a crucial role in improving the performance of institutions, both in academic, administrative, and resource management aspects.

Based on several studies, here is a discussion on how HR planning can improve the performance of educational organizations: (1) Alignment of Human Resource Needs with Institutional Goals. Effective HR planning ensures that educational institutions have educators and educational staff that align with

curriculum needs, vision-mission, and technological advancements. According to Utomo et al., educational institutions that conduct periodic HR needs analysis can optimize the distribution of teachers and staff according to the workload and required competencies (Utomo et al., 2021). This reduces disparities in the quality of learning and improves operational efficiency. (2) Development of Teacher and Educational Staff Competencies Training and development of human resources based on competencies are important factors in improving teacher performance. according to Labola, the development of human resources through training, workshops, and certification can enhance pedagogical skills, classroom management, and technology adaptation (Labola, n.d.). For example, teachers trained in digital learning will be more effective in implementing technology-based curricula. (3) Increased Employee Motivation and Retention. Good HR planning includes a reward system, promotions, and a supportive work environment. Abdullah explained that fair compensation and career development programs can enhance the loyalty and productivity of educators (Husaini, 2017). For example, providing incentives for outstanding teachers or offering advanced training facilities can reduce turnover rates and increase work commitment. (4) Adaptation to Changes in the Educational Environment. Educational institutions must be responsive to changes such as digitalization, new curricula, or societal demands. Syahiroh et al. found that flexible HR planning allows schools to recruit technology experts, train teachers in blended learning, and anticipate future needs. For example, planning the recruitment of teachers with STEM (Science, Technology, Engineering, Mathematics) backgrounds helps schools face the 4.0 education era. (Nur Syahiroh et al., 2024) (5) Performance Evaluation and Continuous Improvement. The performance appraisal system integrated with HR planning helps educational institutions identify weaknesses and make improvements. Pahira & Rinaldy emphasize that feedback from performance evaluations can be used to develop more targeted HR development programs, such as specialized training for teachers who are less competent in certain teaching methods (Pahira & Rinaldy, 2023).

It can be concluded that good HR planning in educational organizations not only focuses on recruitment but also includes competency development, performance management, and adaptation to change. With a strategic approach, educational institutions can create a work environment that supports the improvement of learning quality and operational efficiency. The implementation of holistic HR planning will impact the overall performance improvement of the institution.

B. Human Resource Development in Improving the Performance of Educational Organizations

Human resources are the most important factor supporting a company in achieving its desired goals. Without human resources, the company cannot carry out its activities or operations effectively. With the presence of complete facilities and advanced technology, as well as the significant costs incurred, they would be worthless without the most crucial factor in the life of a company, which is human resources, to maintain, preserve, and optimally utilize the means and facilities that have been well provided. Human resource development essentially involves the enhancement of employee performance, reflecting the capabilities of organizational members in their work, meaning that each employee's performance is evaluated and measured according to predetermined criteria. Every organization or company will always strive to improve employee performance with the hope that the organization's goals will be achieved, one of the ways being through human resource development (Arifin et al., 2023).

Human resource development is an effort to enhance the quality or capabilities of human resources through the processes of educational planning, training, and management of personnel or employees to achieve optimal results. Armstrong states that human resource development is related to the availability of learning opportunities and development, creating training programs that include planning, implementation, and evaluation of these programs. McLagan and Suhadolnik state that human resource development is the utilization of training and development, career development, and organizational development, which are integrated with one another, to enhance individual and organizational effectiveness (Effendi, 2021).

From the various definitions above, it can be said that HR Development is all the activities carried out by the organization to facilitate employees in acquiring the knowledge, skills, and/or attitudes needed to handle current or future work. The activities in question not only pertain to education and training aspects but also involve career and organizational development aspects. In other words, HRD is closely related to efforts to improve the knowledge, skills, and/or attitudes of organizational members as well as providing career paths supported by the organization's flexibility in achieving its goals (Effendi, 2021).

According to Muhamad Priyatma, there are several goals of human resource development as follows: (1) Increasing work productivity. (2) Achieving efficiency. (3) Minimizing damage. (4) Reducing accidents. (5) Improving service. (6) Maintaining employee morale. (7) Improving career opportunities. (8) Improving conceptual skills. (9) Improving leadership. (10) Improvement of rewards. (11) Improvement in

customer service. With the improvement in employees' abilities, both conceptual and technical, the efforts to provide service to consumers will also run better (Priyatna, 2017).

C. Evaluation of Human Resources in Improving the Performance of Educational Organizations

According to Mardatillah et al, the evaluation of Human Resource (HR) performance is an important process in organizational management to ensure the effectiveness and efficiency of the resources used, as well as to achieve the organization's strategic goals. Performance evaluation methods vary, from traditional methods to more modern approaches. One of the methods often used is the Human Resource Scorecard (HRSc). HRSc measures the strategic contribution of HR in achieving the company's goals using lagging and leading indicators. This shows that the evaluation of HR performance does not only focus on quantity but also on quality, such as communication and cooperation. Besides HRSc, other approaches such as Management by Objectives (MBO) are also often applied. MBO allows for performance evaluation based on goals that have been mutually agreed upon between managers and employees. In this approach, managers direct and monitor the extent to which employees achieve the predetermined goals. Performance evaluation has several strategic functions for the company. First, performance evaluations can help identify employees with good and suboptimal performance, allowing the company to provide fair rewards and arrange appropriate training. Second, performance evaluations can also provide the necessary information for employee career development and enhance the overall productivity of the organization. In addition, performance evaluations allow the company to identify employees' strengths and weaknesses and provide a basis for decision-making related to promotions, training, or even termination. Although beneficial, the implementation of performance evaluations is not without challenges. One of the challenges often encountered is subjective evaluation, where managers tend to assess based on personal relationships with employees rather than on objective performance. Additionally, the limitations in providing constructive feedback also pose a challenge, as many managers are untrained in delivering evaluations that can motivate employees. (Sholihah et al., n.d.)

In the book by A. A. Anwar Prabu Mangkunegara, Leon C. Mengginson presents performance appraisal or employee performance appraisal: Assessment Moh. Nasir, Performance Evaluation in Organizations Performance evaluation in education is a process used by management to assess employees, determining whether an employee performs their job based on their duties and responsibilities. According to Andrew E. Sikula, employee evaluation is a systematic assessment of an employee's work and potential that can be developed. The process of interpreting or determining the value, quality, or status of an object, person, or thing (item). It can be concluded that performance appraisal is a systematic evaluation conducted with the aim of studying employee work results and organizational performance. Furthermore, it is used to identify appropriate job training needs, communicate relevant responsibilities to employees so they can perform better in the future, and serve as a basis for determining promotion policies or wage setting (Nasir, 2022).

Performance appraisal according to Werther and Davis has several objectives and benefits for the organization and the employees being evaluated, namely: 1) performance improvement. Allows employees and managers to take actions related to performance improvement, 2) Compensation Adjustment. Helping decision-makers determine who is eligible for a salary increase or vice versa, 3) Placement Decision. Determining promotions, transfers, and demotions, 4) Training and Development Needs. Evaluating the training and development needs for employees to optimize their performance, 5) Career Planning and Development. Guiding to determine the types of careers and career potentials that can be achieved, 6) Deficiencias en el proceso de selección de personal. Affecting employee recruitment procedures, 7) Informational Inaccuracies and Job Design Errors. Helping to explain the mistakes that have occurred in human resource management, especially in the areas of job analysis information, job design, and human resource management information systems. 8) Kesempatan Kerja yang Setara. Showing that the placement decision is not discriminatory, 9) External Challenges. Sometimes employee performance is influenced by external factors such as family, personal finances, health, and others. Usually, these factors are not very visible, but by conducting performance evaluations, these external factors will become apparent, helping the human resources department to provide assistance for improving employee performance. 10) Feedback. Providing feedback for personnel matters as well as for the employees themselves. Based on the ten objectives above, various management parties of institutions and companies direct the evaluation objectives.

Literature Review Table:

NO	AUTHOR	TITLE	RESULTS
1	Nur Fitriyani, Naila Jauharotul Jinnan, Nanda Subhi Romzah, Muzayyin, Mu'alimin	**Strategic Planning in Managing Human Resources in Educational Institutions**	Effective HR planning involves four main phases: data collection and analysis, setting goals and policies, program design, and evaluation. The main challenges include maintaining competitive advantage, facing environmental changes, and implementing strategic plans.
2	Nur Syahiroh, Syira Alegra Putri Fatekhah, Jovan Dwi Prasetyo, Mu'allimin	**The Concept of Human Resource Development Based on Competence, Talent, and Resilience in Organizations**	Competency-based, talent-based, and resilience-based human resource development enhances organizational productivity and competitiveness. Competence becomes a source of competitive advantage, talent helps in placing strategic positions, and resilience enables employees to face challenges.
3	Firda Jannani, Fitriatul Jannah, Mu'alimin	**Scope of Human Resource Management in Organizations**	HRM encompasses planning, recruitment, training, performance evaluation, compensation, and employee development. The functions of HRM include organizing, directing, and controlling to ensure that human resources contribute optimally to the organization's goals
4	Novella Rovitia, Oktaviola H., Rahma Septia Sari	**The Relationship Between Human Resource Management in Organizations and Employee Commitment at**	Human resource management (recruitment, training, performance appraisal) has a positive impact on employee commitment (affective, normative, and continuance).

NO	AUTHOR	TITLE	RESULTS
		the Department of Manpower	Employees with high commitment tend to be more productive and loyal.
5	Husaini Abdullah	**The Role of Human Resource Management in Organizations**	HRM plays a role in enhancing organizational effectiveness through staffing functions, employee development, compensation, and industrial relations. The objectives of HRM include achieving organizational, functional, social, and personal goals
6	Siti Hapsah Pahira, Rio Rinaldy	**The Importance of Human Resource Management (HRM) in Improving Organizational Performance**	HRM improves organizational performance through the development of work culture, employee motivation, and productivity. Supporting factors include transformational leadership, employee development, and results-based performance management
7	Yostan A. Labola	**The Concept of Human Resource Development Based on Competence, Talent, and Resilience in Organizations**	Competency-based, talent-based, and resilience-based (AQ) human resource development creates adaptive, innovative, and resilient employees. Competence drives competitive advantage, talent ensures the placement of strategic positions, and resilience helps employees overcome challenges. Organizations need to integrate these three aspects into their HR strategy.
8	Hikmatus Shoilhah dkk.	**Evaluation and Strategy for Improving Human**	Employee Competence Technology-based training (e-

NO	AUTHOR	TITLE	RESULTS
		Resource (HR) Performance Through Training and Development	learning) enhances the flexibility and effectiveness of learning. Performance evaluation using the MBO and HRSc methods is effective in achieving organizational goals. The main constraints are budget limitations and lack of managerial support
9	Evi Maelani dkk.	**Human Resource Performance Management in Education**	Human resource performance management is not only for changing employee status but also for transfers, promotions, and rewards. Performance evaluation helps improve the competence of individuals and organizations. Performance appraisal methods include both past and future-oriented approaches
10	Moh. Nasir	**Performance Evaluation in Educational Organizations**	Performance evaluation is a systematic process for assessing the work results of employees and the organization. Internal factors (motivation, personality) and external factors (work environment, leadership) affect performance. Identifying organizational problems and behavioral theory approaches is important for HR development.
11	Mukhlison Effendi, Sulistyorini	**Human Resource Development in Enhancing the Image of Institutions in Islamic Educational Institutions**	The development of human resources through the Ta'limul Qur'an program improves the quality of teachers and students. Recruitment,

NO	AUTHOR	TITLE	RESULTS
			training, and evaluation of teachers are conducted systematically. The institution's image is built through the quality of its output, social responsibility, environment, and communication.

4. CONCLUSION

Based on the literature review, it can be concluded that effective HR management plays a central role in improving the performance of educational organizations. Strategic HR planning, continuous competency development, and systematic performance evaluation are interrelated key components. Challenges such as globalization and digitalization demand educational institutions to be more adaptive and innovative in managing human resources. The implementation of a holistic human resource management strategy, including needs-based training, a fair reward system, and a collaborative organizational culture, can create a work environment that supports the improvement of learning quality and operational efficiency. Thus, educational institutions can achieve their goals more effectively and sustainably..

5. ACKNOWLEDGE

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