

THE MANAGEMENT OF HUMAN RESOURCE DEVELOPMENT IN AR RAIHAN BANDAR LAMPUNG JUNIOR HIGH SCHOOL

Betti Nuraini

Educational Institutions Bina Mandiri Ranilon
betti.nuraini@yahoo.co.id

ABSTRACT

This case study portrays the human resources development management in Junior High School Ar Raihan Bandar Lampung. It was designed into five stages, i.e. planning, designing (determining), collecting data, analyzing data, and drawing conclusion. The study found that (1) the selection process the teachers', librarians' and laboratory personnels' recruitment was nil; (2) the recruitment gave priority only to teachers, counselors, and administrative staff;; (3) the employment of librarians and laboratory assistants becomes a second priority compared to teachers, counselors, and administrative staff; (5) the school gave an equal remuneration to the teachers and the education personnel; (6) the focus of human development was on teachers.

Keywords: *teachers, administration staffs, recruitment, selection, placement, remuneration*

Law on National Education No. 20/2003 stipulates that the national education functions to develop the ability (students competencies), to shape students' potential, to prestigious characters and the culture of the nation. This aims at educating people's life in order to develop students' potential so that they become faithful, pious, healthy, knowlegable, creative, autonomous, democtratic and responsible individuals.

In alignment with the national education's goal, we need institutions having the same orientation as the goal, i.e. we need qualified human resources in order to survive. This is in line with what (Notoatmodjo, 2009; Nata, 2009; Muljani, 2002) found that human and natural resources are determinant factors in the survival of one company. The need of qualified educators is stipulated on the law no. 20/2003 on national education system, section 39 article 2, which defines "educator as a professional who has duties to plan and conduct teaching learning process, to evaluate the learning, to facilitate the learners, and to conduct research and community service." This policy is in accordance with the decree of education minister no.16/2007 on teacher and leacturer and the decree of education minister No.27/2008 on school counselor standard. Improving the performance of teachers and administration staffs is also acknowledged by the decree of education minister No.26/2008 on the standard of school administrators Standard, the decree of education minister No.25/2008 Librarian Standard, and the decree of education minister No.26/2008 on laboratory staff's Standard.

The study aims to find out how the human resources development in Junior High School Ar Raihan Bandar Lampung is managed, particularly the development of teachers and administration staffs.

METHOD

The data were collected the qualitative approach with case study method. Data were analyzed through in-depth interview with the head of the institute, principal, vice-principals, teachers, counselors, administration staffs, librarians, laboratory assistants. Observation was conducted in order to get detailed picture of the actual conditions of the school (Miles, M. B and Huberman, 1984; Merriam, S.B, 1988; Yin, R.K, 2004, 201; Ellet W, 2007).

RESULTS

Based on the interview conducted, it was found that the policy in planning the recruitment of teachers and administration staffs is determined by the institution based on the short-term and/or current needs. The institution sent a delegate, one of the vice-principals, to analyze the needs. After that, a small committee and the committee were formed to execute the tasks assigned by the principal informally (no letter regarding this was issued) (interview with ZN, Wednesday, April 04, 2012). The following describes the recruitment procedures.

The first stage is the recruitment of the teachers and administration staffs. It was conducted by determining the eligibility criteria of teachers, counselors and administrative staffs. Newspaper and pamphlet are used as the media to inform the public about this job vacancy. Beside these media, recommendation becomes one of the ways which is used in the recruitment. As for the recruitment of the librarians and laboratory assistant, they hired based on the head of institution's recommendations (interviewed on Thursday, April 12, 2012).

The second stage is the test elements. The same test elements are employed in the process of selecting teachers, counselors, and administration staffs. They are as follows:

- a. academic competence test (English and Arabic);
- b. Al-Qur'an reading competence;
- c. Micro teaching (for teachers only);
- d. Interview.

As for the recruitment of librarians and laboratory assistant, test is not given. (interview with WTH, thursday, April 5, 2012).

After completing the above stages, the placement will be conducted based on the following categories: a) teachers based on their profession and classroom teacher; b) counselors, and c) administration staffs. As for the librarians and laboratory assistant, they are placed based on the recommendation of the head of the institution. The head of institution will review their background experiences, loyalty, dedication and capabilities (GR, interviewed on Tuesday, September 18, 2012).

Besides the recruitment, remuneration becomes an important element. Teachers, counselors, administration staffs, librarians, and laboratory assistant receive the same items of remuneration, such as salary, transport fee, and functional/structural allowance. As for the health insurance, the school paid based on the Jamsostek (social network security organized by the government) standard (i.e. after three months of working), pension (i.e. after three years of working), and

education allowance (interviewed with the one of the Lampung Cerdas officials, GR, Monday, July 23, 2012).

The next element is the development of human resources, i.e. for teachers, counselors, and administration staffs of Islamic Integrated Junior High School of Ar Raihan 2008-2011) through the e-Learning. The e-learning have changed the teaching learning system in Ar Raihan since 2011. Formerly, the traditional teaching learning method was applied traditional, such as discussion. Now, they join the e-learning trainings, such as producing learning media, profile and blogging, uploading teaching materials to the web, giving online assignment, online tests and online final test to students. Teachers, counselor, administration staffs, librarians, and laboratory assistant are involved in training on e-learning for three days; IMTAQ training is done once a week; Teacher upgrading on English every Saturday.

Since 2012 several elements have been improved significantly in the system of human resources development in Islamic Integrated Junior High School of Ar Raihan. They are as follows:

1. Remuneration has been directly given in the form of incentives. This is given to teachers, counselors, administration staffs, librarians, and laboratory assistants. The requirement to obtain the incentives is based on the following criteria, i.e. discipline, the ability in memorizing Quran, fulfilling the required standard of information technology (IT) competence in teaching and learning, english competence, and image building competence. Beside this direct remuneration, indirect remuneration, such as bonus (cash moneyand/oe scholarship) for teacher's performance in the.

2. Series of education and trainings have been conducted. They are science and technology (IPTEK) trainings, the of e-library and digital text training. The training includes the e-administrative system called "jalakanca". It is used for teachers, counselor, administration staffs, librarians, and laboratory assistant to share information , such as attendance list, marks, academic calender, activity schedule, learning tables, photos, documents, learning materials, puzzles, student progress reports, student data, etc. Beside that, training of IMTAQ has also been conducted. This training aimed at improving teachers, counselor, administration staffs, librarians, and laboratory assistants translating Quran competence through Tamyz method (translating 30 Juzes Qur'an and yellow book briefly and easily). This is conducted by inviting the expert from pesantren Bayt Tamyiz in order to improve the IMTAQ of teachers and administrations staffs competence. In addition, English training (using the DynEd program (software)) and personality development training are also conducted.

DISCUSSION

From the results above, there are many aspects need improvement. They are as follows:

1. Good planning

A good planning begins with the analysis of the organization needs, i.e. the analysis of the qualification of the human resources and their skills. Those are needed in order to achieve the vision, mission, and the target. As Tilaar (1997), Mejia-Balkin-Cardy

(2001), Mondy (2008), Sa'ud and Makmun (2009), Dessler (2010), and Ivancevich and Konopaske, (2013) argue that effective planning on human resources development will eliminate the gap between supply and demand, a good action plan is needed. In Islamic Integrated Junior High School of Ar Raihan Bandar Lampung, this is conducted systematically based on the need analysis.

2. Recruitment

Recruitment is conducted to seek new teachers, counselors, administration staffs, librarians, and laboratory assistants to meet the standard set by the institution.

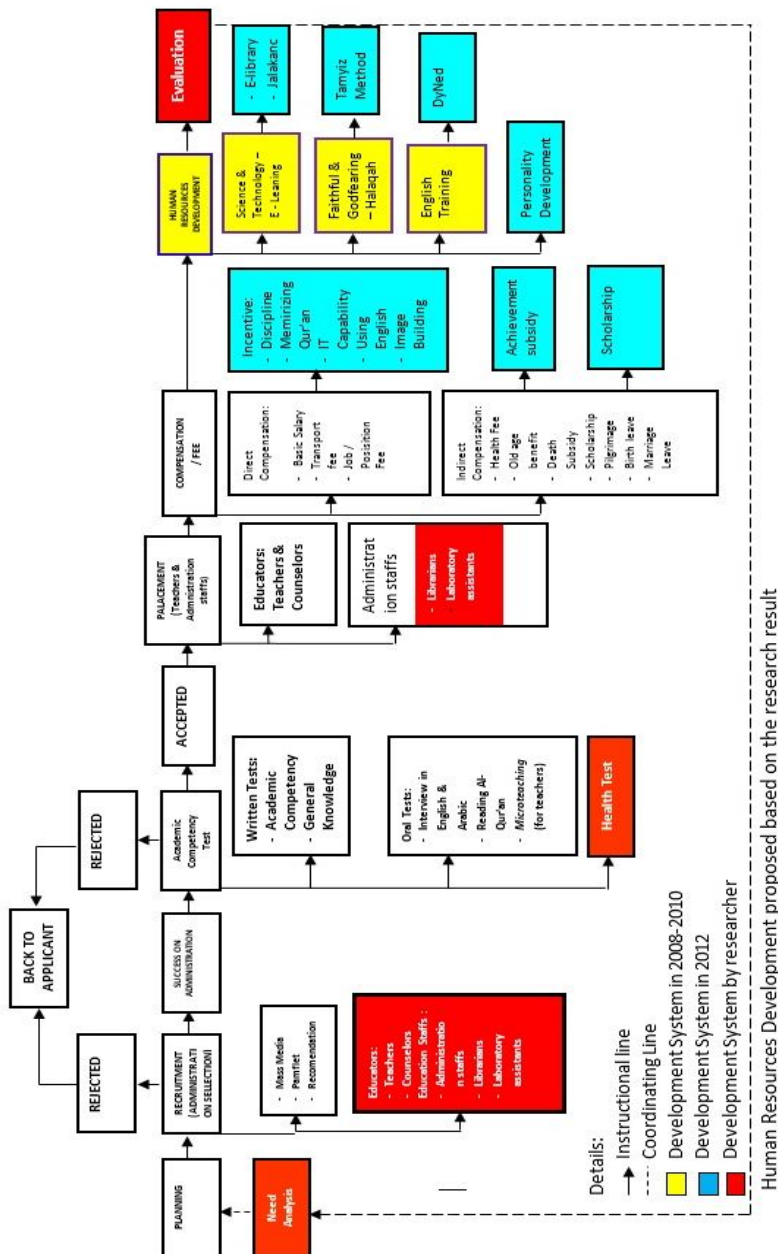


Figure 1. Human Resources Development System for teachers & Administration Staffs, based on the researcher proposal

3. Selection

Selection is an activity to select and find qualified employees. It should be done based on merit criteria and is conducted since the recruitment process (Mejia-Balkin-Cardy, 2001; Rivai, 2009; Yuniarsih & Suwatno, 2009; Ivancevich & Konopaske, 2013). Islamic Integrated Junior High School of Ar Raihan Bandar Lampung has applied a good method in recruiting teachers, counselor, and administration staffs. However, this method did not apply in recruiting the librarians and laboratory assistants.

4. The placement

As the process of allocating employees based on their positions (Yuniarsih & Suwatno, 2009; Suwatno & Priansa, 2011) the placement becomes the next step in the selection. The placement in Islamic Integrated Junior High School of Ar Raihan Bandar Lampung divided is into two categories: a) teachers and counselor; b) administration staffs. As for librarians and laboratory assistants, their placement is based on the institution's recommendation. The same policy is applied as all the employees are positioned based on their expertise (Ivancevich & Konopaske, 2013).

5. Remuneration

Remuneration is an integral and important element in management. This element can increase employees' motivation in their jobs. Adopting Ivancevich and Konopaske, (2013), Muljani (2002) categorises two types of remuneration: direct and indirect. Direct remuneration consists of basic salary, overtime fee, incentive, subsidy, and bonus. Whereas, indirect remuneration includes social security, insurance, pension, severance, leave, training and vacation and others related to rewards based on individual performance. In Islamic Integrated Junior High School of Ar Raihan Bandar Lampung, remuneration for teachers and administration staffs are both in the form of direct and indirect remuneration.

6. The integration of science and technology competence with religious competence (IPTEK & IMTAQ) and foreign language competence, such as English and Arabic, and personality development make the teachers and administration staffs in Islamic Integrated Junior High School of Ar Raihan Bandar Lampung have good qualification. However, this still needs further evaluation as this element determines the success and failure for the further planning (Tilaar, 1997; Dessler, 2010).

CONCLUSION

Islamic Integrated Junior High School of Ar Raihan Bandar Lampung has not implemented need analysis in planning the recruitment of teachers, counselors, administration staffs, librarians, and laboratory assistants. The placement of librarians and laboratory assistants was not a priority as the placement of teachers, counselors, and administrations staffs. The Islamic Integrated Junior High School of Ar Raihan Bandar Lampung has implemented direct and indirect remuneration. The evaluation of performance is needed as a mechanism to control the quality and sustainability.

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