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Strengthening Human Resource Management In Education To Improve Teacher Performance And Professionalism

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ABSTRACT
Educational human resource management is one of the strategic factors in improving the quality of educational institutions. Teachers, as the main actors in the learning process, require an effective human resource management system to be able to perform their professional duties optimally
The study purpose was. This research aims to analyze the strengthening of educational human resource management in improving the performance and professionalism of teachers thru aspects of educator planning, recruitment and selection, competency development, and educational leadership.
Materials and methods. The research uses a qualitative approach with a literature study method that examines various scientific articles from reputable national journals in the period 2021–2025. Data analysis techniques were carried out thru data reduction, data presentation, and thematic conclusion drawing.
Results. The study results show that strengthening educational human resource management can be achieved thru planning educator needs based on school needs analysis, a transparent recruitment and selection system, sustainable teacher professional development programs, and educational leadership capable of creating a learning organization culture
Conclusions. The implementation of effective human resource management has proven capable of improving teacher performance, strengthening educator professionalism, and enhancing the quality of the learning process in schools.

Keywords: educational human resource management, teacher performance, teacher professionalism, educational leadership

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INTRODUCTION
Education is a strategic sector in national development because it plays a key role in developing superior and competitive human resources. The quality of education delivery is greatly influenced by the capabilities of the human resources involved, particularly the teaching and learning staff who directly carry out the learning process in the school environment. Therefore, human resource management in education is a crucial component in efforts to continuously improve the quality of education. Through effective human resource management, educational institutions can optimize the planning, development, and empowerment of teaching staff, thereby ensuring a more effective and high-quality learning process (Burmantara et al., 2025).
Teachers, as professionals, are responsible for planning, implementing, and evaluating the learning process. Optimal teacher performance directly impacts the quality of learning and student learning outcomes. Various studies have shown that the quality of education is significantly influenced by the

quality of teacher performance in carrying out their professional duties in schools (Hidayat et al., 2022).

However, various problems remain in the management of human resources in education in Indonesia. Several studies have shown that teacher performance is still influenced by various factors, such as work motivation, pedagogical competence, and a school organizational culture that does not fully support teacher professional development (Ain et al., 2024).

Furthermore, technological developments and the demands of 21st-century education require teachers to possess more complex competencies. Teachers are not only required to master learning materials but also to be able to integrate technology into learning and develop innovative learning methods that meet student needs (Whindayati et al., 2025).

In this context, educational human resource management plays a strategic role in optimally developing the potential of educators. Through effective human resource management, educational institutions can improve the quality of teacher performance and strengthen their professionalism in carrying out educational duties (Aprianty et al., 2023).

Furthermore, educational leadership also plays a crucial role in strengthening educational human resource management. Effective principal leadership can create a conducive work environment and encourage teachers to continuously improve their professional competencies (Gazali et al., 2023).

Based on this description, strengthening educational human resource management is a crucial strategy for improving teacher performance and professionalism. Therefore, this study aims to analyze the role of strengthening educational human resource management in improving teacher performance and professionalism in educational institutions.

METHOD

This study employed a qualitative approach using library research. This approach was chosen because the study aimed to analyze concepts, theories, and research findings related to educational human resource management in improving teacher performance (Sidabutar et al., 2023).

The data sources for this study were derived from reputable national journal articles published between 2021 and 2025. The literature used included journals on educational management, educational administration, and teacher professional development studies relevant to the research topic.

Data collection was conducted through a documentation process, identifying various scientific literature related to educational human resource management. The collected literature was then systematically analyzed to obtain relevant research concepts and findings.

Data analysis was conducted using thematic analysis techniques, which include data reduction, data presentation, and conclusion drawing. This technique enabled researchers to identify important patterns in educational human resource management that contribute to improved teacher performance.

FINDING AND DISCUSSION

The Concept of Human Resources in Education in the National Education System

Human resources in education are a key component in the implementation of education, encompassing both teaching staff and administrative staff. In the national education system, educational staff have the primary responsibility for implementing the learning process and guiding students to achieve educational goals (Aswad et al., 2024).

Human resource management in education plays a crucial role in optimally managing the potential of educational staff to support improvements in the quality of education. Effective human resource management encompasses various aspects such as planning, recruitment, competency development, and performance evaluation of educational staff (Pangestu & Rifa'i, 2025).

In the context of modern education, human resource management in education must also be able to adapt to technological developments and changing societal needs. Teachers are required to possess high professional competencies to face the challenges of 21st-century education (Ansori, 2024).

Planning for the Needs of Educators and Administrative Staff

Planning for the need for educational staff is a systematic process for determining the number and qualifications of teachers required by an educational institution. Good planning enables schools to have teaching staff that meet learning needs (Sidabutar et al., 2023).

Educational human resource planning is typically conducted through a workforce needs analysis that considers the number of students, the number of classes, and the subject areas taught. Analyzing teaching staff needs is crucial to avoid unequal distribution of teachers within schools (Putri & Hamdiah, 2023).

Furthermore, educational human resource planning must also consider curriculum developments and future teacher competency needs. This way, educational institutions can prepare teaching staff capable of facing the various challenges of modern education (Wahyuni, 2023).

Recruitment, Selection, and Placement of Educational Personnel

Recruitment of educational personnel is the process of searching for and recruiting prospective teachers with competencies aligned with the needs of educational institutions. A systematic and transparent recruitment process is crucial to ensuring educational institutions obtain educators with academic qualifications, professional competence, and a commitment to improving the quality of education. Effective recruitment is also a crucial strategy in ensuring a match between the needs of the educational organization and the competencies of prospective educators (Hakim et al., 2023).

After the recruitment process is completed, the next stage is the selection of educators. The selection process aims to assess the pedagogical abilities, professional competence, integrity, and personality of prospective teachers to ensure they align with the needs of the educational institution. Through a comprehensive selection process, educational institutions can ensure that the educators they recruit possess sufficient competencies to effectively carry out teaching tasks and contribute to improving the quality of education in schools (Nurmasyitah et al., 2023).

Placement of educators is also a crucial part of educational human resource management. Appropriate placement can improve teacher performance effectiveness because teachers can carry out their duties in accordance with their areas of expertise (Iskandar, 2024).

Developing Human Resource Performance in Education

Human resource development in education is a systematic effort to improve the competence and professionalism of educators. This development program can be implemented through training, workshops, seminars, and ongoing professional development activities (Saputra et al., 2024).

Teacher professional development is crucial for improving the quality of learning in schools. Teachers who participate in ongoing training programs will have better abilities in designing innovative learning and utilizing educational technology (Sahabudin et al., 2025).

Furthermore, developing teacher competencies can also increase work motivation and professional commitment in carrying out educational duties. Thus, developing human resources in education is a key strategy for improving the quality of education (Pangestu & Rifa'i, 2025).

Human Resource Performance Evaluation in Education

Human resource performance evaluation in education is a systematic process carried out to assess the effectiveness of educators' performance in learning activities. Through performance evaluation, educational institutions can identify the level of teacher performance achievement and identify aspects that need improvement in educational practices. In addition to being an assessment tool, performance evaluation also serves as a basis for continuous teacher professional development (Sidabutar et al., 2023).

Teacher performance assessment generally refers to four core competencies: pedagogical, professional, social, and personality competencies. These four competencies serve as important indicators in assessing the quality of teacher performance in implementing the learning process. Systematic evaluation allows schools to obtain a comprehensive picture of the quality of teaching delivered by educators (Pangestu & Rifa'i, 2025).

In practice, teacher performance evaluation can be conducted through various methods, such as academic supervision, classroom observation, and learning portfolio assessment. Academic supervision by the principal or education supervisor plays a crucial role in providing constructive

feedback to teachers, thereby continuously improving the quality of the learning process (Wahyuni, 2023).

In addition to serving as an assessment instrument, performance evaluation also serves as a basis for decision-making regarding career development and teacher competency improvement. Evaluation results can be used to design training programs, professional development, and awards for high-performing teachers. Therefore, performance evaluation is a crucial part of efforts to improve the overall quality of education (Fauziah et al., 2026).

Educational Leadership and Educational Organizational Development

Educational leadership plays a crucial role in managing educational human resources in schools. As leaders of educational institutions, principals are responsible for creating a conducive work environment and encouraging teacher professional development (Wahyuni, 2023).

Effective leadership can foster a learning organizational culture within the school. This organizational culture encourages teachers to continuously improve their competencies and innovate in the learning process (Manullang & Hutasoit, 2025).

Furthermore, educational leadership plays a role in fostering collaboration between teachers, education personnel, and educational stakeholders. Effective collaboration can create synergy in efforts to improve the quality of education in schools (Fauziah et al., 2026).

CONCLUSIONS

Human resource management in education plays a strategic role in improving teacher performance and professionalism in educational institutions. Strengthening human resource management in education can be achieved through systematic planning of teacher needs, transparent recruitment and selection processes, continuous teacher competency development, human resource performance evaluation, and effective educational leadership.

Implementing sound human resource management in education can improve the quality of teacher performance in the learning process and strengthen the professionalism of educators. Therefore, educational institutions need to develop an integrated and sustainable human resource management system to support improvements in educational quality.

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