



The Role Of Human Resource Management In Improving Teacher Performance In The Independent Learning Curriculum (Case Study Of Public Primary Schools In Cibeber District - Cilegon City)

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Abstract. *The focus of this research is the role of human resource management in improving teacher performance in Cibeber District, Cilegon City in terms of implementing management functions in the Independent Learning Curriculum. This research uses a qualitative approach, data collection techniques through observation, interviews and documentation, data analysis techniques used are data reduction, data presentation and drawing conclusions. The results of the research show that the role of Human Resource Management in improving teacher performance in Cibeber District, Cilegon City, namely by planning, organizing, directing and supervising, can be said to be quite good. First, planning by conducting a needs analysis and providing understanding regarding the The Independent Learning Curriculum and learning tools that must be prepared by teachers. Second, organizing by placing and dividing tasks according to abilities and educational background. Third, direction is carried out by providing direction and guidance regarding the tasks and responsibilities given as well as providing motivation in the form of giving awards for teacher performance achievements. Fourth, supervision is carried out by the school principal through class visits and supervisors from the Education Management Unit. The implications of the research results suggest that elementary schools provide training to teacher councils regarding learning media so that the communication and educational interaction process between teachers and students can take place appropriately, try to increase the availability of facilities and infrastructure for the smoothness and success of the learning process, and work together to improve each other. teacher performance, both from school principals, education staff, teaching staff (teachers), and school supervisors within the Education Management Unit and it is hoped that everything that has been achieved can be improved.*

Keywords: *HR, Performance, Teachers, Primary School, Merdeka_Belajar_Curriculum*

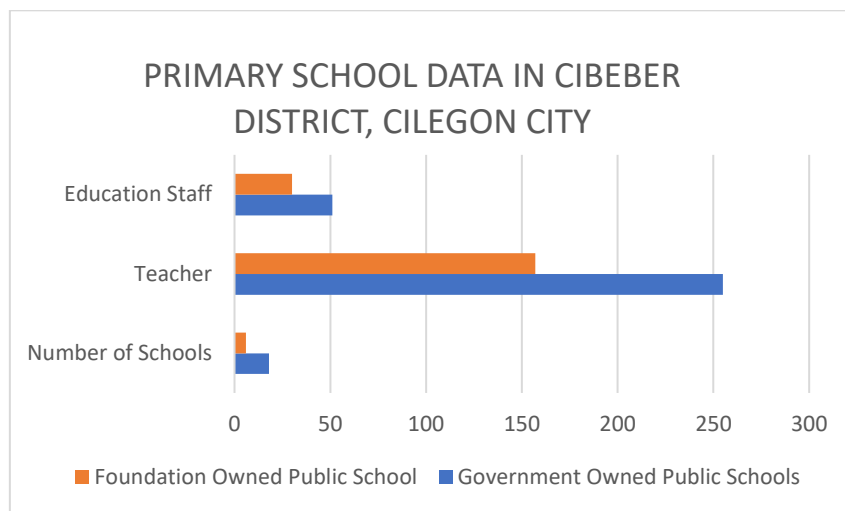
1. INTRODUCTION

Human resource management is a very strategic field of management in successfully achieving the goals of an organization. Human resource management is the process of empowering or maximizing organizational members so that they are able to achieve the organization's goals effectively and efficiently, Ajabar (2020). The implementation of HR management aims to produce human resources, in this case quality teachers who suit the needs and expectations of the school. Because teachers are the spearhead that will drive educational activities. They will also play an important role in mobilizing other educational resources. So professional management of human resources in educational institutions is a necessity that must always be improved.

Human resource management is also very necessary to increase effectiveness and maintain the positive energy and enthusiasm of teachers to carry out their duties so that their performance is assessed as good and can even have an extraordinary impact in the world of education. Teacher performance will be good if the teacher has implemented the elements consisting of loyalty and commitment to the duties and responsibilities given to him.

In educational institutions, human resource management is a very important thing to implement. Without human resource management, an organization in general will have difficulty achieving its goals, and this also applies to educational institutions. Human resource management is the most important element in management because human resources are the first element in management before other elements. The role of human resource management in educational institutions certainly greatly contributes to helping improve the quality of education, because quality education comes from the people who manage education themselves who are quality human resources as well as elementary schools in Cibeber District , Cilegon City

Table 1. Elementary School Data in Cibeber District , Cilegon City



The data in Table 1 above shows that the number of elementary school teachers in Cibeber sub-district is still less than expectations regarding the teacher: class ratio, besides that the results of initial observations and the results of interviews with the Head of the Education Management Unit state that there are still teachers who are not competent to teach class teachers. . This makes teachers have to be very active in completing learning in the school room. Likewise with educational staff who provide classroom lessons for elementary school students.

From this data, it also shows that teacher performance, which is a key factor in determining the quality of education and student learning outcomes, is not optimal. Therefore, it is important to understand and improve teacher performance so that educational goals are achieved optimally. In this context, Human Resource Management (HRM) has a very strategic role. HRM covers various aspects such as recruitment, training, development, performance appraisal, and employee welfare, all of which contribute to improving teacher performance. However, many schools still face challenges in implementing effective HRM. These challenges can include limited budgets for training and development, lack of an objective performance assessment system, and lack of attention to teacher welfare. A lack of professional development and support from management can cause teachers to feel unmotivated and underdeveloped, ultimately negatively impacting their performance.

Previous research has shown that good HRM can improve teacher performance. For example, the study by Podsakoff et al. (1996), Irfa, A., Sadiq, AS, & Jumaidah, J. (2024), Junaidi, J., Zalisman, Z., Yusri, Y., Amin, K., & Wismento, W. (2023), Syafrizal, AP, Pratama, DY, Hasna, N., & Sikki, N. (2024) found that continuous professional development has a positive relationship with teaching effectiveness. Additionally, research by Kraft et al. (2018) show that constructive feedback and appropriate performance rewards can improve teachers' motivation and the quality of their teaching. Furthermore, studies by Rockoff (2004), Purwanto, D., & Raharjo, AB (2023), Sartika, D., Warlizasusi, J., & Purwandari, E. (2023) state that work experience and training have a positive correlation with teacher performance. This underscores the importance of ongoing professional development programs. Other research by Lavy (2007), Nurmalasari, I., & Karimah, DZ (2023), Syafrizal, AP, Pratama, DY, Hasna, N., & Sikki, N. (2024) shows that financial incentives based on performance can increase teacher productivity, although this approach must be implemented carefully to avoid negative effects such as excessive work pressure. However, several studies also show that not all aspects of HRM have a significant impact on teacher performance. For example, research by Hanushek et al. (1999), Nadila, AP, & Pratama, D. (2024), Nurmalasari, I., & Karimah, DZ (2023) found that factors such as teachers' formal education level and class size had a smaller impact on learning outcomes students compared to the quality of teaching and good classroom management. Therefore, there is an urgent need to deepen understanding of how HRM can be more effective in improving teacher performance. Further research is needed to explore various HRM strategies, including training, performance appraisal, and job well-being, and how these factors interact to support optimal teacher performance.

Based on the background above, the researcher is interested in conducting research with the title "The Role of Human Resource Management in Improving the Performance of Case Study Teachers at State Elementary Schools in Cibeber District - Cilegon"

2. LITERATURE REVIEW

The Role of Human Resource Management

Human resource management has the role of managing human resources in management. The HRM unit provides services, motivates staff to achieve high levels of performance and ensures that staff continuously maintain commitment to the organization in achieving organizational goals, Mariana Simanjuntak (2021). The core role of human resource management is to manage work as the sole factor of production, for example a company cannot staff its staff at a certain level of motivation/performance and to manage the uncertainty associated with job availability. Resource management must ensure staff ability and willingness to work, Agung Anggoro Seto, et.al (2023).

Human resource management is seen as a strategy for managing people in an organization to achieve predetermined goals. The importance of human resource management is to plan workforce needs, build work commitment, motivate employees, resolve disputes between employees and forecast the supply and demand for human resources in the future. Human resource management plays a role and is responsible for organizational activities related to employees through the implementation of its functions, Agung Anggoro Seto, et.al (2023) Based on the description above, it can be seen that the role of human resource management is very essential in running an organization because people are the key from all problems. Human resource management considers that people are the main wealth owned by an organization that must be managed well. Although the role of human resource management described previously is within the scope of companies or organizations in general, this also applies to educational institutions, Yusmiar (2014).

Teacher Performance

A teacher's performance is very important as a teacher's level of success in carrying out educational tasks. Supardi believes that teacher performance is a condition that shows a teacher's ability to carry out their duties at school and describes the actions displayed by the teacher in or during learning activities, Wartini (2022). Meanwhile, according to Mitchell, performance is a function of ability and motivation factors. This means that if there is a change in one of these factors it will directly affect the performance concerned. Therefore, if a teacher has received a professional allowance, the teacher's performance should increase, Widdy HF

Rorimpandey (2020). Meanwhile, according to Saring, teacher performance is the result of a teacher's demonstration of abilities and skills related to the roles, duties and responsibilities carried out based on their professional abilities, Saring (2022).

Based on the description above, it can be seen that teacher performance is related to teacher competence, meaning that in order to have good performance a teacher must be supported by good competence. Apart from the need for teacher performance to be supported by good competence, there is also a need for the role of human resource management to motivate, increase effectiveness and maintain positive energy and teacher enthusiasm in carrying out their duties so that their performance continues to improve. Human resource management is one strategy in managing human resources so that they have optimal performance in achieving common goals Delliyanor (2020)

The role of the teacher is very important and can be said to be a key factor in increasing student competence. Teacher performance must continue to be optimized so that the quality of education continues to improve. High teacher performance will be seen from their ability to exceed work targets with maximum results. Teacher performance is the teacher's performance of the competence he has in carrying out work at school which is formed from his attitudes and behavior. Teacher performance is related to their duties in preparing learning implementation plans, carrying out teaching and learning processes, carrying out assessment and evaluation activities, as well as carrying out interpersonal relationships, Saring (2022). Maris stated that teacher performance is an action that is visible through the attitude, knowledge and skills of a teacher who is rational in carrying out educational tasks. Teacher performance indicators include, among others, Erjati Abbas (2017): Mastery of teaching materials and basic scientific concepts. Management of the learning process. Class management. Use of learning resources and learning media. Management of learning process interactions. Assessment of student learning outcomes.

Another opinion states that indicators of teacher performance in the teaching and learning process in the classroom include: Mastering the material, managing the learning process and managing the class. Use interesting media or learning resources and plan learning programs. Leading classes, managing learning interactions and assessing student learning outcomes. Using various methods in learning, understanding and carrying out guidance functions and services. Understand and improve the quality of learning.

Based on the explanation above, it can be seen that teacher performance is the result of good work achieved by a teacher in an educational institution or school in accordance with the duties and responsibilities given to him. In this case, there are three things that underlie teacher

performance, namely expertise (expertise), a sense of responsibility (responsibility) and a sense of equality .

3. RESEARCH METHODOLOGY

The approach used in this research is a qualitative approach with a descriptive type of research. Through this qualitative approach, it is hoped that it can provide facts related to the Role of Human Resource Management in Improving Teacher Performance in Cibeber District , Cilegon City. Because this research is qualitative in nature, the presence of researchers in the field is absolutely essential as a key instrument in expressing meaning and also as a tool for collecting primary and secondary data. Data collection techniques that will be used in this research are observation, interviews, documentation. The data analysis techniques used are Data Reduction, Data Presentation, Conclusion Drawing. checking the validity of data by extending observation, increasing persistence, triangulation.

4. ANALYSIS

The presentation of the results and focus of the research that the author is currently conducting is the Role of Human Resource Management in Improving Teacher Performance in Cibeber District, Cilegon City in terms of implementing management functions, namely planning, organizing, directing and supervising. Human resource management is the effort made by an organization or institution to manage its human resources. Human resource management certainly has a very important role in producing human resources, in this case quality teachers, as well as increasing the effectiveness and enthusiasm of teachers in carrying out their duties so that their performance increases and can even have an extraordinary impact in the world of education. Because the quality of education is largely determined by the quality of teachers and education personnel. Such as the following interviews by researchers with teachers, school principals and supervisors of education management units:

Table 2. Interview Conclusion Results

Indicator	Teacher	Headmaster	Education Management Unit Supervisor
The role of human resources	The role of human resource management is very important in improving teacher performance, because if we don't	According to the principal, human resource management is a management system related to teacher empowerment. So teachers are given understanding	As academic supervisors, school supervisors are obliged to assist teachers' professional abilities so that teachers can improve the quality of

	<p>have a good concept or plan, performance will automatically not increase and may even stay in place or even decline altogether.</p>	<p>according to the expertise or skills they have. So human resource management plays a very important role so that the quality and performance of teachers increases</p>	<p>the learning process. The role of supervisors should be that of educational consultants who always accompany teachers in improving the quality of education in accordance with the principles of Human Resource Management (HRM).</p>
Planning	<p>Teacher planning is usually done by holding meetings with the school principal and teacher council. We carry out analysis and set class learning objectives in accordance with the independent learning curriculum. We determine all the plans that we will achieve for learning progress in the odd and even semesters.</p>	<p>We hold scheduled coordination meetings with the teacher council, usually at the beginning of each year or at the beginning of planning the activity budget. We provide an understanding of the Merdeka Belajar curriculum and the learning tools that teachers must prepare. We also conduct an analysis of teacher needs first. Later, the school will know what teacher resources are lacking. The aim is to meet the needs of the subjects. So the teacher's needs are first recorded and then submitted to the Supervisor of the Education Management Unit in the District. Currently, all subjects are taught by teachers who have scientific disciplines in these subjects in accordance with the competencies that have been obtained</p>	<p>Supervisors have a role in implementing the independent curriculum as facilitators. Supervisors can facilitate 2 activities, namely: Planning independent curriculum training programs. Supervisors can collaborate with other sources to strengthen understanding of target schools. Mapping school readiness to implement the independent curriculum. Supervisors can recommend schools to choose one of the 4 options according to their readiness. Supervisors have a role in implementing the independent curriculum as facilitators. Supervisors can facilitate planning activities for independent curriculum training programs. Supervisors can collaborate with other sources to strengthen understanding of target schools.</p>
organizing	<p>The distribution of tasks at this school is adjusted to their</p>	<p>In order to improve the quality of educators with the aim of improving</p>	<p>The supervisor as a coach provides assistance to teachers</p>

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN IMPROVING TEACHER PERFORMANCE IN THE INDEPENDENT LEARNING CURRICULUM

	<p>abilities and educational background. Teachers are already teaching according to their respective educational competencies, no one is teaching subjects that don't suit their field anymore. Like sports teachers whose educational background is a bachelor's degree in sports education, the same goes for religion teachers who have a bachelor's degree in religious education. Teachers are assigned to subjects according to their educational competencies, training and independent learning curriculum development, so according to their respective portions</p>	<p>teacher performance, the steps taken are organizing them by placing and dividing tasks. So the distribution of teacher duties at school is divided every semester or at the beginning of each school year. Some are replaced, some are not, based on their abilities. So the teacher's duties are adjusted to his abilities and educational background as well as the results of group work groups which are usually held every month in accordance with the teacher's competence, both class and subject teachers.</p>	<p>and school principals by providing them with as wide an opportunity as possible to solve their own problems related to the implementation of the independent learning curriculum. supervisors need to master 3 principles in the coaching process, namely the Art of Asking, the Art of Listening, and the Art of catching keywords. The supervisor as a coach provides assistance to teachers and school principals by providing them with as wide an opportunity as possible to solve their own problems related to the implementation of the independent learning curriculum.</p>
<p>Briefing</p>	<p>The direction received by the teachers was that in the direction carried out by the principal, namely by holding meetings, we were directed to each task, explained what the tasks were like and given direction by the</p>	<p>In order to improve teacher performance, we hold meetings with the teacher council. We always motivate and direct teachers to make improvements in both the tasks given to them (teachers), the use of learning media and discipline, especially in the equipment that teachers must prepare. Usually</p>	<p>Supervisors as mentors provide guidance or direction to school principals and teachers to implement the independent curriculum in accordance with expectations. As a mentor, supervisors must never stop learning and always provide encouragement to the schools they support.</p>

	principal. From there we have the provisions to carry out activities in accordance with the responsibilities given.	meetings are held. coordination, coordination meetings are held at the beginning, middle and end of each semester.	Supervisors as mentors provide guidance or direction to school principals and teachers to implement the independent curriculum in accordance with expectations. As a Mentor, supervisors must never stop learning and always provide encouragement to the schools they support.
Supervision	The monitoring system is that the principal makes class visits to monitor the progress of learning activities. There are also visits from outside, usually there is monitoring or guidance from supervisors. We were gathered in one room. If there are problems, a supervisor is brought in to direct the teacher. Usually visits are carried out at the beginning of the year or new semester. So twice a semester, means two visits.	For supervision, we carry out class visits while they are carrying out the learning process, so teachers are monitored directly. Class visits are usually communicated with the teacher first and are usually sudden. Overall it has run optimally, activities at the school are more planned, more organized, more focused. As a school principal, you also see that the performance of teachers at school is in accordance with educational regulations, has improved, in terms of mastery of material, classroom management and so on, it is good. although media use is still lacking, because at school This means that every class has used Infocus , there are some teachers who still haven't mastered Infocus learning media , but they still use it, there are also those who don't use Infocus .	Supervisors are expected to master the independent curriculum material, starting from the basic curriculum framework to the preparation of teaching modules and project modules . So it can train and guide teachers and school principals. Furthermore, Supervisors are expected to master the independent curriculum material, starting from the basic curriculum framework to the preparation of teaching modules and project modules. So it can train and guide teachers and school principals. Supervisor as Executor , where as executor means the supervisor works together with school principals and teachers to develop the basic framework of an independent curriculum.

Source: Data processing from interviews, 2024

5. RESUME

Based on the results of the interview above, it can be concluded that the planning carried out in elementary schools in Cibeber District , Cilegon City to improve teacher performance is planned and determined during face-to-face meetings/meetings with teachers, staff and all educational staff led by the school principal. By providing an understanding regarding the duties and responsibilities of the teacher council both in relation to the curriculum and learning tools as well as carrying out a needs analysis to better ensure the availability of teaching staff and educational staff both now and in the future, thus ensuring that every position is filled.

Based on the interview above, the implementation of the organizing function is carried out by assigning and dividing tasks to teachers according to their respective competencies or expertise so that the learning process can run optimally and the desired goals can be achieved. After the organizing process is carried out according to its components, direction will be given, so that the tasks given can run well

Based on the description of the interview results above, it can be seen that in carrying out the directing function, every time the Principal implements a policy, he always brings them together first so that teachers can understand their duties. The Principal always provides direction and guidance to all teachers so that the implementation of their duties is carried out optimally and efficiently in accordance with the responsibilities given and gives appreciation to the teacher council in the Cibeber District Education Management Unit, Cilegon City

Based on the results of the interview, the researcher concluded that the supervision carried out in the Education Management Unit of Cibeber District , Cilegon City has shown something good, seen from the increasing performance of teachers in terms of classroom management, mastery of the material and good student interaction. Supervision is carried out using two supervision systems, namely supervision of class visits carried out by the school principal and guidance of external supervisors.

The Supervisor of the Education Management Unit in Cibeber District, Cilegon City, has a position as part of the preparation of the independent curriculum tools. School supervisor is a functional position that applies in the formal education environment from pre -school, primary school to secondary school levels. Based on the Regulation of the Minister of State for Empowerment of State Apparatus and Bureaucratic Reform No. 21 of 2010, it is explained that the main duties of school supervisors in the field of managerial and academic supervision include preparing supervision programs, implementing coaching, monitoring the implementation of 8 (eight) National Education Standards, assessment, mentoring and professional training. teachers, evaluating the results of implementing the supervision program,

and carrying out supervisory duties in special areas. In order to guarantee and improve the quality of education, the role of the Education Supervisor is very important because controlling, assessing and evaluating the course of the education process is the supervisor's duty and authority. In this way, guidance and supervision can be carried out to make the school more advanced and of better quality. The quality of education achieved by an educational institution is a reflection that the institution is well managed. In carrying out the managerial supervision function, school supervisors act as facilitators, assessors, informants and evaluators. As a facilitator, school supervisors create a conducive environment to support the planning, coordination and development of school governance processes. As an assessor, the school supervisor identifies and analyzes the strengths and weaknesses of the school. As informants, school supervisors provide various information needed to develop school quality. Meanwhile, as an evaluator, the school supervisor provides an assessment of various aspects that influence the school's managerial quality. Because the role of the school supervisor is to act as a driving force in improving school resources, especially educators and students. School supervisors are responsible for developing and supervising the course of the educational process. Educators or teachers are guided in educational supervision activities. So that the educational process is conducive and effective, and produces high-quality students.

6. DISCUSSION

Human Resource Management (HRM) plays an important role in improving teacher performance and organizational effectiveness in educational institutions. Research shows that the application of HRM principles, such as planning, organizing, implementing, and controlling, can improve teacher performance significantly over time (Nur Qoni'ah et al., 2017). School principals play an important role in motivating teachers, providing professional development opportunities, and maintaining a balance between rewards and disciplinary actions (R. Roberto & M. Prayetno, 2020). Effective HRM practices contribute to creating a healthy work culture, increasing employee motivation, and increasing overall organizational productivity (Siti Hapsah Pahira & Rinaldy, 2023). Development of the educational workforce, including teachers, can be achieved through training programs and professional development initiatives. This approach supports the creation of a collaborative environment and ensures that educational goals are achieved efficiently and effectively (Maulana Akbar Sanjani, 2018).

The role of human resource management (HR) in improving teacher performance in the Independent Learning Curriculum is very important, considering the role of teachers as dynamic and adaptive learning facilitators. The following are some of the main roles of HR

management in this context: *Teacher Competency Development*: HR management needs to design relevant training and development programs for teachers, so that they can master the concepts and application of the Merdeka Belajar Curriculum. This training includes mastery of educational technology, project-based learning approaches, and student-focused learning methods. *Recruitment and Selection*: An effective recruitment and selection process is essential to ensure that teachers hired have appropriate qualifications and a commitment to innovative education. This includes assessing pedagogical competence, communication skills, and ability to adapt to change. *Performance Management*: HR management must have a transparent and fair performance evaluation system to monitor and evaluate teacher performance. This system can include regular feedback, assessments based on clear performance indicators, and rewards for outstanding teachers. *Motivation and Retention*: Maintaining teacher motivation and retention is the key to successful implementation of the Independent Learning Curriculum. HR management can provide incentives, such as awards, opportunities for professional development, and a supportive work environment, to maintain teacher enthusiasm and dedication. *Teacher Well-being*: HR management is also responsible for ensuring the physical and mental well-being of teachers. This includes providing healthcare facilities, counseling, and work-life balance programs. *Policies and Procedures*: Develop policies and procedures that support innovation and flexibility in teaching. This includes policies related to the use of technology, learning approaches, as well as governance that encourages collaboration and creativity among teachers.

With effective human resource management, it is hoped that teachers can adopt and implement the Independent Learning Curriculum better, which will ultimately improve the quality of education and student learning outcomes.

7. CONCLUSION

Human resource management is one area of general management which includes aspects of planning, organizing, implementing and controlling. Human resources are considered increasingly important because in achieving organizational goals, various experiences and research results in the field of human resources are collected systematically with what is called human resource management. The term management means a collection of knowledge about how human resources should be managed . To achieve optimal meaningfulness of human resources, management with clear objectives is needed. Management objectives can be seen from the lowest level, namely the personal level (personal objective), rising to a higher level, namely functional objectives (function objective), continued to

organizational goals (organizational objective), and its peak for national and international community service purposes (society objectives). Human resource management considers that employees are the main wealth of an organization that must be managed well. Therefore, human resource management is more strategic in nature for organizations in achieving predetermined goals. The role of human resource management as a central factor in organizations can be grouped into several roles, including the administrative role of human resource management, the operational role of human resource management, and the strategic role of human resource management.

LIMITATION

The weakness in this research is that there are still school principals, teachers, education staff, supervisors who still have not provided detailed information due to limited time and other activities. For this reason, further research must be focused and look for more informative sources of information.