Implementation of Plan For Human Resource Management in Educational Institutions

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Abstrak

Gerakan kompetitif dan dinamis lembaga pendidikan menyebabkan adanya kegiatan perencanaan untuk memecahkan masalah persaingan ini. Salah satu tantangan yang dihadapi dalam persaingan ini adalah kurangnya sumber daya manusia. Kajian ini akan mencoba menjelaskan konsep-konsep dasar dalam perencanaan sumber daya manusia dan bagaimana mengimplementasikannya dalam dunia pendidikan. Penelitian ini akan menggunakan pendekatan kualitatif dengan menggunakan berbagai penelitian dan penelitian sebelumnya sebagai sumber data penelitian. Penelitian ini menemukan bahwa perencanaan sumber daya manusia di lembaga pendidikan melibatkan serangkaian kegiatan analisis dan peramalan dengan memahami faktor eksternal dan internal yang mempengaruhi perencanaan SDM. . Perencanaan sumber daya manusia di lembaga pendidikan seringkali diselaraskan dengan rencana pengembangan sumber daya manusia, yaitu pengembangan tenaga pendidik dan kependidikan, yang kegiatannya meliputi kegiatan analisis dan peramalan/perkiraan atau memproyeksikan kebutuhan pendidik dan tenaga kependidikan, seperti inventarisasi SDM, proyeksi baru. pendaftaran siswa, meninjau tujuan atau sasaran lembaga pendidikan dan diakhiri dengan peramalan SDM.

Kata Kunci : Institusi Pendidikan, Perencanaan, Sumber Daya Manusia, Manajemen Sumber Daya Manusia.

Abstract

Educational institutions' competitive and dynamic movement causes a planning activity to solve this competitive problem. One of the challenges faced by this competition is the lack of human resources. This study will attempt to explain the basic concepts in human resource planning and how to implement them in the world of education. This research will use a qualitative approach by using various previous studies and studies as a source of research data.This study found that human resource planning in educational institutions involves a series of analysis and forecasting activities by understanding the external and internal factors that affect HR planning. Human resource planning in educational institutions is often aligned with human resource development plans, namely the development of educators and education staff, whose activities include analysis and forecasting/estimating activities or projecting the needs of educators and education personnel, such as HR inventory, projected new student registrations, reviewing the goals or objectives of educational institutions and ending with HR forecasting.

Keywords: Educational Institutions, Planning, Human Resources, Human Resource Management.

INTRODUCTION

The era of globalization causes the organizational environment, even the organization itself, to be dynamic and create a competitive situation. Competition between organizations now does not only involve competition for physical evidence or capital but also competition

for personnel or human resources owned. This causes human resources to be a strategic factor and a benchmark for the success of an organization (Swab & Johnson, 2019). Even further, human resources can be an organization's competitive advantage. Human resources, one of the main components, are essential to optimize the achievement of an organization's success goals, including in educational institutions (Zeebaree et al., 2019).

Human resource planning (HRP) is an activity in one of the functional areas of human resource management, namely planning. Planning is a powerful tool for managing human resources so that they can survive and be loyal to the organization. The success of compiling a comprehensive human resource planning (HRP) will be a good foundation and initial capital for the smooth implementation of work programs and the achievement of the goals of educational institutions (Chakraborty & Biswas, 2021). Human resource planning is directed as an effort to seek human resources following the required quality and quantity in line with the commitment to the vision and mission of educational institutions (Amrutha & Geetha, 2020).

Thus, human resource planning will also affect the sustainability and existence of an organization, including educational institutions. The management of educational institutions is carried out professionally and thoroughly even though it is a non-profit organization (Stachova et al., 2019). Good management, including human resource planning in educational institutions, is oriented so the organization can survive and grow. Educational institutions must seriously plan for human resources if they still want to participate in the highly competitive education competition (Alayoubi et al., 2020).

Through the brief explanation above, the researcher then intends to examine how human resource management planning is being implemented in educational institutions.

Human Resource Planning

There are several definitions of human resource planning or HR. From the various understandings put forward by Nawawi, it can be concluded that human resource planning can be interpreted as: first, a process that involves a series of activities such as forecasting or estimating, efforts to meet the organization's workforce needs within a certain period in the future which includes measures to match internal HR and external with job vacancies that are expected to be needed, managing the flow of human resources and utilizing the available resources effectively and efficiently. The HR flow arrangement is intended to determine specific requirements for new HR that will replace outgoing HR with resources that work effectively and efficiently (Chaudhary, 2020).

Second, as a strategy for developing the contribution of human resources to the organization to achieve success. Quality resources owned by the organization will impact increasing the organization's competitive ability. All tasks and work are carried out in a direction toward the success of the organization (Hamadamin&Atan, 2019). HR planning is the process of carrying out one of the management functions, which includes activities, forecasting, fulfillment, and management of the workforce so that they are efficient and effective as possible for the achievement of organizational success (Al-Qudah et al., 2020).

Human resource planning should be harmonious with strategic and organizational operational planning. Inconsistency will be a burden to the organization and can be an obstacle in the future (Foraker et al., 2021). In addition, human resource planning must also be based on job analysis results. Using the information in the job/position description, qualitative and quantitative needs can be predicted so that the organization can run effectively and efficiently.

Human Resource Planning Process

As a process, human resource planning involves a series of activities. Sedamayanti describes these four activities: the current supply of human resources, estimates of supply and demand for human resources, procurement of quality human resources, and monitoring and evaluation systems as feedback to the system. Forecasting activities are carried out by comparing the needs or demands and availability (Bunyamin et al., 2021). This can result in three possibilities as stated by Mondy: (i) supply and demand are the same; (ii) surplus, then what the organization does is the withdrawal of labor, reduction of working hours, early

retirement, and dismissal; (iii) deficiencies, then what is done is to recruit through a selection process (Wang, 2020).

In more detail, Nawawi stated that there are two main activities in HR planning: volume and workload analysis activities and analysis activities of the organization's HR capabilities. From the volume and workload analysis activities that have been harmonized with the organization's strategic plans and operational plans, it is possible to obtain precise information on human resources needs, determine the forecasting techniques carried out, and determine the estimated requirements for human resources for short to long term (Zuhdy et al., 2022). Mangkuprawira divides techniques in forecasting or evaluating HR needs into short-term and long-term forecasting techniques. Short-term forecasting techniques include budget analysis and workload analysis. Forecasting HR needs can also be achieved through the budgeting process.The budget amount determines the number, qualifications, and quality of employees or human resources. Workload analysis determines a worker's workload, defined by organizational work standards according to the type of work (Karthik &Kavithamani, 2021).

Meanwhile, long-term forecasting includes unit and organizational demand analysis, expert opinion, trend analysis, statistical analysis, placement chart analysis, and Markov analysis. Unit demand analysis is also called the Bottom-Up approach, which is a forecasting technique where from the lowest level to the highest, each level is obliged to forecast HR needs so that in the end, it will produce an aggregate estimate of HR needs.This approach assumes that every leader in each work unit knows the needs of their subordinates (Zhang et al., 2022). Organizational demand analysis is called a top-down approach or also called zero-base forecasting. This approach uses the current state of the organization's human resources as the basis for determining future staffing needs. The key to this forecasting technique is an in-depth analysis of human resource needs. Included in trend analysis are extrapolation and indexation.Extrapolation is a forecasting technique by projecting or depicting past trends brought into the future (Kayode &Tunrayo, 2022). Meanwhile, indexation is a technique for forecasting future human resource needs by adjustingspecific indices. Markov's analysis, which analyzes the pattern of personnel flow transfer, includes: HR moving, moving up and down positions, leaving the organization, and changing the behavior and potential of the organization's HR (Cheng & Park, 2020).

Meanwhile, information on the number and specifications of the workforce's expertise is obtained from analyzing the workforce's capabilities. Furthermore, an analysis of the labor market outside the organization is also carried out so that information on potential workers who can be recruited can also be obtained (Alekseeva et al., 2021). This information can be used to determine the estimated labor supply. From the two analysis activities, it is possible to decide on HR needs and end with fulfillment activities either from outside or within the organization itself (Garces-Ayerbe et al., 2019).

Factors Affecting Human Resource Planning

Two factors also influence an organization's HR planning. Nawawi stated that external factors that could affect the HR planning carried out were: the national and global economy, social and political law, technology, and competitor factors. The national and international economic conditions also influence the organization's strategic and operational plans. Of course, there is also a need for adjustments to HR planning. Social, political, and legal conditions and products greatly influence the activities of a company, such as labor laws which affect HR planning activities (Dawi et al., 2020).

The development and progress of science also affect the productivity and quality of an organization. The higher the technological progress that is adapted, the adjustment in HR planning must be made to obtain HR qualifications that follow the technology's characteristics. In the era of competitive globalization, every organization is faced with tough competitive challenges (Lv et al., 2021). To survive, organizations need competitive human resources as well. Competition for quality human resources can also occur. Therefore HR planning by the organization becomes essential to be prepared (Berampu& Sari, 2020).

In addition, Sedamayanti stated that internal factors include strategic and organizational operational plans, budgets for human resources, financing forecasting, organizational development, organizational design, and job design. The ability of an organization to provide a budget to hire human resources according to their needs has a considerable influence on HR planning. HR planning must be adjusted to the organization's financial capabilities. Financing forecasting is closely related to the budget factors mentioned earlier (Gratton, 2018).

The development carried out by the organization will undoubtedly affect the need for human resources that will be needed in the future and the human resources that the organization currently has. Organizational and job design are the results of translating strategic and operational plans so that the organization runs effectively and efficiently (Carnevale &Hatak, 2020). How the leader designs the organization and the work directly affects the HR planning of an organization. In addition to external and internal factors, some factors can affect an organization's HR planning, including labor factors, demographics, supervision carried out, work performance, labor market, and so on (McClean & Collins, 2019).

METHOD

This study will use a qualitative approach as a method of research. This study will use various research data obtained from multiple research results and previous studies that still have relevance to the results of this study. The research data that has been collected will be analyzed immediately so that later the results of this study can be found.

RESULT AND DISCUSSION
The Concept of Planning for Educators and Education

Even though an educational institution is not a business organization (a non-profit institution), it does not mean that the role of human resource management, especially the planning process, cannot be taken seriously. HR planning in educational institutions is often aligned with human resource development plans. Human resources in the academic environment are divided into educative staff or educators and administrative staff or education personnel so that the planning carried out also includes planning for educators and education staff.

According to Law Number 20 of 2003 concerning the National Education System Article 1 paragraphs 5 and 6, what is meant by educational staff are educational staff who are qualified as teachers, lecturers, counselors, tutors, instructors, facilitators, and other appropriate designations with their specialty, and participate in the provision of education. Education personnel is community members who are dedicated and appointed to support the implementation of education.

In essence, the fulfillment of human resource needs in a quality educational environment proactively to be able to support the organization in achieving its goals. Management of educators and education leads to efforts to build quality education and to form human resources that are productive and creative and reliable, and accomplished. HR planning specifically includes activities for forecasting educational needs in educational institutions.

Rebore said that through the human resource planning process, educational institutions could ensure the correct number of human resources needed to be optimally positioned and achieve organizational goals and objectives effectively. Pidarta stated that human resource planning in educational institutions includes: (1) forecasting the number of human resources needed by educational institutions; (2) the types of skills needed and how many human resources are needed for each skill; (3) efforts to place human resources in the correct position for a certain period effectively and efficiently so that the goals of educational institutions are achieved.Human resource planning is also a development strategy for preparing comprehensive teaching and academic staff to meet the needs of educational institutions in the future. Thus, it can be concluded that the planning of educators and

education personnel includes analysis and forecasting/estimation or projection of the needs of educators and education personnel.

Before forecasting or forecasting, an analytical process is carried out, such as an inventory of human resources, projections of new student registration, reviewing the goals or objectives of educational institutions, and ending with HR forecasting. A list of data collection of human resource profiles needs to be developed to match the school's goals with the capabilities and qualifications of the workforce and their needs appropriately. Human resource planning begins with creating a profile that indicates the current status of human resources owned by educational institutions.This profile is obtained from a form filled out by the workforce, which includes personal data such as name, age, date of starting work at the school, position, area of placement, education, expertise, certificates, and so on. From a planning perspective, this information is preciousin determining the available qualifications and intended to develop new program instructions and support services. This human resource profile benefits managers or leaders of educational institutions/schools in task delegation and recruitment and workforce development activities.

On the one hand, this profile also contains crucial information to identify the weaknesses of educational institutions/schools in meeting their targets. For example, data on 'time to join' can help analyze turnover and job satisfaction issues. Then 'age' data can help in formulating retirement and hiring times.

Analyzing the human resources of educational institutions is also related to registering new students. This is because educational institutions/schools are service organizations in teaching, so predicting or projecting new student enrollment is essential to human resource planning. Educational institutions/schools try to estimate how much increase or decrease the number of students accepted so that there is no surplus of teachers or overcrowded classes but a shortage of teaching staff. A solution is if there are too many teachers with specific skills while other skills are lacking in the school environment, then more workers are employed in the minor field, or the field of study is taught in a team.

Furthermore, the planning of human resources for educational institutions is always related to the planning of these educational institutions in general because the planning of educational institutions or schools seeks to increase academic output and adjust and provide something following the expectations of users of educational services, it contains the needs for educational personnel. The future goals/goals of the school can determine future human resource needs.From these targets/objectives, the types of services can be obtained so that the number and qualifications of the workforce can also be obtained. Educational institutions must be based on the administration's considerations in determining goals/objectives to 'meet' the community's educational needs. This review is not a one-time job but rather an ongoing process. The goals/objectives of educational institutions are made for at least five years and can be revised every year.

Projection or Forecasting of Human Resource Needs in Educational Institutions

After the analysis, the next step is to project or forecast the human resources of educational institutions. The school's HR inventory projected new student enrollment, and school goals/objectives are organized into HR estimates which will be the mandate of the human resources sector in educational institutions. Once the goals/objectives have been reviewed and a general HR estimate has been made, a projection of HR needs can be developed.

There are five methods for projecting/estimating educational institutions' human resource needs in the future: expert estimates, estimates made based on experience, and expert judgment from the HR department to estimate future HR needs. Two, historical comparisons, namely using previous HR trends to project future ones. Three, task analysis, namely by assigning tasks to each position to conduct position analysis and determine HR demand.This method sometimes effectively uncoversspecific quality weaknesses in an educational institution system. Fourth, correlation, namely fluctuations in human resource needs, correlated with variables such as a decrease in registrants (students), financial

resources, and the existence of new programs so that the correlation of these variables can be statistically formulated. Five, the model leads to an expanded and organized decision-making model to develop a staffing model.

In HR forecasting activities, educators and education staff include the demand (demand) and supply (supply) of this personnel in educational institutions. Teacher demand or the need for educators (teachers) is a demand for educators for the need to provide educational services to students at educational institutions that use teacher services. The need for educators to provide services in the field of education must meet specific requirements to ensure conformity between the services offered and the expectations of users of educational services.Education providers demand professional skills from each human resource to meet these requirements to produce quality education. Teacher supply or the availability of educators (teachers) is a professional effort of an educational institution that makes educators meet the demands for teachers from institutions that use teacher services. Teacher-producing educational institutions as providers must demonstrate the professional requirements demanded by teacher service users so that the demands of teacher professional service user institutions can be met. Professionalism to fulfill the demands of educators will produce outputs that follow the demands in the field or the world of work.

There are essential elements that need to be considered in teacher demand, including the field of educators, types, and levels of education that require educators, qualifications of educators, tasks that become the workload of educators, and a compensation system for educators for the services provided. In teacher supply, there are essential elements that need to be considered, including the qualifications of educators and the improvement of the required qualifications, sufficient stock of educators, the type of program that is appropriate to fulfill the qualitative requirements of the educators necessary, the number of teaching staff, as well as fostering the professional attitude of educators.

The meeting of demand and supply is perfect if supply quantitatively and qualitatively can meet the overall requirements of the request. An HR planner needs to conduct an in-depth analysis of the needs and availability/supply of human resources for educational institutions because a detailed study of these two components can reveal various dynamic factors that can influence the demand and supply of human resources in educational institutions. The need and availability/supply of human resources in educational institutions areactive because internal and external factors of the institution dominate the influence and are constantly changing and developing.

In education, the demand for human resources for educational institutions and the curriculum factor applied in schools as institutions that use the services of educators (teachers) also have an effect. The curriculum owned by the school must be dynamic and therefore continue to grow so that it also has an impact on the competence of the educators needed. The quantitative aspect of human resource demand is also influenced by the growth of enrollment (enrollment), educators' teaching burden, and students' study load. The characteristics of the educational process at the level of educational institutions cause the demand for human resources to become more dynamic because educators must always be able to respond to various growing requests.HR supply is also influenced by factors that continue to change and develop. Because educators (teachers) are an open concept, education programs for teachers continue to develop, not always referring to the characteristics of demand in educational institutions that use teacher services, but also to the growth of the wider community. The development of science and technology demands changes in the teacher education curriculum so that it is always in tune.

The reduced stock of prospective educators (teachers) may be due to the relatively low economic value of teacher education graduates in the labor market compared to other professions. In addition, the interests and talents and the attention of each prospective educator who enters the education of future educators also vary. This impacts the distribution of registrants in educational institutions for prospective educators to be difficult to control so that they can be adjusted to the trend of needs in institutions that use educators (teachers).

This can lead to phenomena in the field where there is too many teaching staff (teachers) for specific fields of study while there are very few for other areas.

Calculations To Determine Human Resource Needs

In projecting the need for educators (teachers) at educational institutions, it is possible to calculate using primary data, which includes: the number of registrants (prospective students); the number of hours per week for all subjects or certain subjects; the size of the class that is considered adequate for receiving a particular subject; teaching load of educators per week; the number of existing educators; the number of educators who will enter retirement age; quit or for some reason will leave the position as an educator; as well as the types and levels of schools that require the services of educators. Calculations can use the various data above with projection accuracy based on data accuracy and a good level of analysis.

After calculating and getting the total need for educators, it is continued by calculating the teacher shortage or the shortage of educators (teachers). The following are the steps: (1) Collecting data on the number of educators based on gender classification, duration or length of service as educators, age, highest qualification or diploma obtained, teaching load, and specialization in the field involved. This data is essential to determine the shortage of educators in the sense that they have not met full-time and fully qualified educators;(2) Identify the number of educators who will enter retirement in the year in the planning period; (3) Identify the number of educators who for some reason will leave their current place of duty, due to changing assignments, continuing studies, health conditions and so on; (4) To analyze and identify the qualifications of educators owned by educational institutions that are not yet fully qualified; (5) To analyze and determine the number of educators who do not have a full teaching load, for example, part-time or honorary teachers; (6) Develop standards or signs to create a system in educational institutions that is useful for determining the shortage of educators.

The system can include at least the following: policies that apply to class size, possible changes in the teaching burden of teaching staff, potential changes in the study load of students, and the possibility of developing human resources through advanced study programs for educators who are not yet fully qualified. Suppose the teaching staff (teachers) owned, after deducting the various groups of teachers who for various reasons can no longer serve in educational institutions, are greater than the total need for teachers. What is called a surplus or excess of educators (teachers)? The advantages of teaching staff (teachers) can be overcome by implementing a team system for specific subjects.

CONCLUSION

HR is one of the main components which is essential to be managed to optimize the achievement of the goals of an educational institution, and of course, planning is needed. The success of compiling a comprehensive human resource planning will be a good foundation and initial capital for the smooth implementation of work programs and the achievement of the goals of educational institutions.

Human resource planning is directed as an effort to obtain human resources following the required quality and quantity in line with the commitment to the vision and mission of educational institutions. Human resource planning can be interpreted as a process involving a series of activities such as forecasting or estimation, efforts to meet the needs of the organization's workforce in a certain period in the future, and a strategy for developing human resources to achieve success.Human resource planning in educational institutions involves analytical and forecasting activities by understanding the external and internal factors that affect HR planning. Human resource planning in educational institutions is often aligned with human resource development plans, namely the development of educators and education staff, whose activities include analysis and forecasting/estimating activities or projecting the needs of educators and education personnel, such as HR inventory, projected

new student registrations, reviewing the goals or objectives of educational institutions and ending with HR forecasting.

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