



## **Management Effectiveness of Educators and Education Personnel (Phenomenology Study at SMAN 18 Jakarta)**

**Firmansyah<sup>1</sup>, M. Amin<sup>2</sup>, Endang Komara<sup>3</sup>, Waska Warta<sup>4</sup>**

<sup>1,2,3,4</sup> *School of Postgraduate, Nusantara Islamic University Bandung, Indonesia.*

\* Corresponding Author. E-mail: <sup>1</sup>[Firmansyahlingga3@gmail.com](mailto:Firmansyahlingga3@gmail.com),  
<sup>2</sup>[muhammadamin6910@gmail.com](mailto:muhammadamin6910@gmail.com), <sup>3</sup>[endangkomara@uninus.ac.id](mailto:endangkomara@uninus.ac.id), <sup>4</sup>[waska.warta@gmail](mailto:waska.warta@gmail.com)

**Receive: 17/01/2023**

**Accepted: 17/02/2023**

**Published: 21/03/2023**

### **Abstrak**

Manajemen pendidik dan tenaga kependidikan adalah aktivitas yang harus dilakukan mulai dari tenaga pendidik dan kependidikan masuk ke dalam organisasi pendidikan sampai dengan berhenti melalui proses perencanaan SDM, perekrutan, seleksi, penempatan, pemberian kompensasi, penghargaan, pendidikan dan latihan pengembangan, dan pemberhentian. Manajemen tenaga pendidik dan kependidikan mutlak harus diterapkan oleh kepala sekolah agar dapat mendayagunakan Sumberdaya Manusia secara efektif efisien untuk mencapai hasil yang optimal. Tujuan dalam penelitian ini adalah untuk mengetahui dan mendeskripsikan perencanaan, pengorganisasian, dan pengawasan tenaga pendidik dan kependidikan. Pendekatan penelitian dengan metode kualitatif, penelitian dilaksanakan pada bulan Februari samapai dengan bulan April 2023 pada SMAN 18 Jakarta Utara dengan hasil penelitian menunjukkan bahwa secara umum perencanaan, pengorganisasian dan pengawasan yang dilaksanakan manajemen pegawai di SMAN 18 Jakarta Utara sudah dilakukan dengan efektif yaitu dengan cara menyusun dan melaksanakan program kerja dari masing aparaturnya atau masing-masing tenaga kependidikan, kemudian membagi tugas masing-masing tenaga kependidikan tersebut sesuai dengan kemampuan yang mereka miliki.

**Kata Kunci:** Efektifitas, Manajemen, Pendidik dan Tenaga Kependidikan

### **Abstract**

*Educator management and education personnel are activities that must be carried out from educators and education personnel entering the educational organization to stopping through the process of HR planning, recruitment, selection, placement, compensation, awards, education and development training, and dismissal. Education and education management must absolutely be applied by the principal in order to utilize Human Resources effectively efficiently to achieve optimal results. The purpose of this study is to know and describe the planning, organizing, and supervision of educators and education personnel. The research approach with qualitative methods, the research was carried out from February to April 2023 at SMAN 18 North Jakarta with the results of the study showing that in general the planning, organization and supervision carried out by employee management at SMAN 18 North Jakarta have been carried out effectively, namely by compiling and implementing work programs from each apparatus or each education staff, Then divide the duties of each education staff according to the abilities they have.*

**Keywords:** Effectiveness, Management, Educators and Education Personnel

## Introduction

Teachers as one of the sub-components are part of the system that determines educational success. Being a certified teacher must have creative abilities, good teaching work effectiveness in carrying out their duties as teachers and educators, able to innovate and motivate highly so that professional teachers can be reflected who describe the teacher's ability in the teaching process which is seen from good work effectiveness.

This is because the role of educators in learning cannot be replaced with technology including educational personnel (principals, laboratories, library staff, administrative staff, etc.) they are tasked with imposing administration, management, development, supervision and technical services to support the educational process in educational units.

If you examine management theory, (Certo & Samuel, 2012, p. 7) Reveal that management is a whole piece of information that completes insight into how to manage. The term management can also refer to individuals who guide the organization directly or careers, especially to guide and direct the organization.

While the definition of education management according to (Castetter, 1996, p. 198) "Educational administration is a social process that takes place within the context of social system".

(Sharma, 2009, p. 1) Reveal "educational management is a field of study and practice concerned with the operation of educational organisations". (Freedman et al., 1982, p. 18) explain "management education is a potentially important force in societies that are confronted by problems associated with managerial performance".

Based on the theories put forward by the experts above, it can be concluded that education management is a field of work related to the process of planning recruitment, placement and development, one of which is education and education staff.

This study focused on the management of educators and education personnel. Therefore, in realizing good, qualified educators and education personnel who have the ability (skills), and

professionalism, good management is needed so that they are able to achieve educational goals that are in accordance with expectations.

Educators and education staff in the educational process play an important role, especially in efforts to shape the character of the nation through the development of personality and desired values (Muniroh & Muhyadi, 2017, p. 192).

Management of educational personnel in schools according to (H. E. Mulyasa, 2010, p. 81) It should be aimed at empowering education personnel effectively and efficiently to achieve optimal results, while still in pleasant conditions. Therefore, the function of education personnel management in schools that must be carried out by teachers and principals is to attract, develop, pay, and motivate education personnel in order to achieve educational goals optimally; assist education personnel in achieving positions and standards of behavior; maximize career development, and align goals (Syahputra & Herviana, 2021, p. 5).

Further, (E. Mulyasa, 2005, p. 154), Every institution always wants its personnel to carry out their duties optimally and contribute all their abilities to the interests of the institution, and work better day by day. In addition, education personnel themselves, as humans, also need improvement and improvement in themselves, including in their duties. In this regard, the function of coaching and developing education personnel is a function of personnel management that is absolutely necessary, to improve, maintain, and improve the performance of education personnel. This activity can be done by means of on the job training and in services training.

This coaching and development activity not only concern aspects of ability, but also concerns the careers of education staff.

Results of previous research conducted by (Mukhtar, 2015) revealed that effectiveness in the management of educators and education personnel is the achievement of goals and targets that have been determined by the principal through

strategies, planning, school programs that have been designed previously.

The success of an organization as well, both as a whole and various groups in a particular organization depends largely on the quality of leadership contained in the organization concerned. In fact, it may be said that the quality of leadership contained in an organization in carrying out its various activities is especially seen in the performance of its employees (Tongo-Tongo, 2014, p. 4).

In achieving good management planning, schools certainly need educators or educational personnel who can help achieve the school's vision and mission so that it can be carried out in accordance with school goals. The principal, teachers and administration must certainly work together to achieve their goals by carrying out their duties and roles well and making any changes that are to advance the quality of the school.

Thus in this study will be described what is meant by the effectiveness of educator and educational management from planning, organizing, and supervising.

## Method

The approach used in this study is a qualitative approach. A qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words of people and observable behavior.

The qualitative approach has natural characteristics (Natural Setting) as a source of direct, descriptive data, process is more important than results. Analysis in qualitative research tends to be carried out by inductive analysis and the meaning of meaning is essential (Moleong, 2007, p. 6).

This research was conducted at SMAN 18 North Jakarta with a span of two months, from January to February 2023.

The object of research is educators (teachers) and education staff (TU). Data collection techniques in this study are observation, interviews, and documentation studies.

## Result and Discussion

### Result

#### 1. Planning for Educators and Education at SMAN 18 North Jakarta.

Planning is a process of rational and systematic activities in determining decisions, activities or steps that will be implemented in the future in order to achieve goals effectively and efficiently.

Based on the results of an interview that researchers conducted with the head of SMAN 18 North Jakarta in the principal's room, he said that: "Related to planning to improve the performance of education staff, of course, by making or compiling apparatus work programs, by compiling apparatus work programs and then dividing the duties of each apparatus according to their abilities, duties and functions.

The same thing was also conveyed by the vice principal for curriculum at SMAN 18 North Jakarta, he said: "For the planning there is a work program from each employee that has been prepared and will be carried out by each employee in accordance with their respective fields."

Furthermore, the head of SMAN 18 North Jakarta said that the program prepared had a daily work program, a semester work program and an annual work program. From the daily work program, what are the targets achieved by each education staff every day, so that later one semester can be measured how much the achievement of the implementation of the work program that has been prepared previously. In making or preparing the program, the principal involves leadership elements such as vice principals and elements of education or administrative staff, so that cooperation is established to compile and run school programs together.

#### 2. Organizing Educators and Education Personnel at SMAN 18 North Jakarta

Management is a series of activities that point to a cooperative effort between two or more people to achieve a predetermined goal. In practice, managerial can use abilities or expertise by following a scientific flow / procedure scientifically and there is also because based on experience by highlighting the peculiarities or

styles of managers in utilizing the abilities of others.

Organizing is establishing effective behavioral relationships between personnel, so that they can work together efficiently and obtain personal decisions in carrying out tasks in existing environmental situations in order to achieve certain goals and objectives.

Organizing is the division of work planned to be completed by group members and is a function that must be performed by every manager at all levels, types of activities and organizational forms large and small. In education personnel management, organization is needed to organize education personnel by placing education personnel to work in accordance with their duties and abilities in order to create professional education personnel.

Based on the results of an interview that researchers conducted with the head of SMAN 18 North Jakarta, he said that;

"Regarding job specialization, of course, according to their fields, some are in charge of finance, some are in charge of administration and some are in charge of libraries. So in the evaluation later, it is clear that we will hold each officer who works in their field accountable."

### **3. Supervision of Educators and Education Staff at SMAN 18 North Jakarta**

Supervision is the process of observing or monitoring the implementation of organizational activities to ensure that all work that is being carried out runs in accordance with a predetermined plan.

Based on the results of an interview that researchers conducted with the head of SMAN 18 North Jakarta, he said that:

The supervision that we do is inherent supervision, that is, the supervision that we do every time, every day, we try to monitor the implementation of the task to the extent to which they have done it in accordance with the program that is prepared or planned.

## **Discussion**

### **1. Planning of Educators and Education at SMAN 18 North Jakarta**

Planning is a process of rational and systematic activities in determining decisions,

activities or steps that will be implemented in the future in order to achieve goals effectively and efficiently. Therefore, planning in an education occupies a strategic position in the overall educational process.

The planning provides clarity of direction in the business of the education delivery process, so that planning in an education will be carried out more effectively and efficiently. Clearly, the steps for determining planning according to (Burhanuddin, 2005, p. 53) is to determine the goals to be achieved, conduct problem research, collect data, determine the steps to be taken in an effort to achieve goals, and find efforts to solve problems and solve work.

The steps in planning according to (Asmendri, 2012, p. 15) includes the following: Determine and formulate goals to be achieved, examine problems or work to be done, collect necessary data or information, determine stages or series of actions, and formulate how problems will be solved and how they will be solved.

The explanation presented above also provides an understanding of the role of planning in education personnel management.

For example, to determine and plan educational personnel, it must be based on the goals of the institution that have been planned from the beginning. So, it must be really professional and really have high competence and skills and planning is related to the qualifications that must be possessed by a person to be able to occupy a certain position, as part of efforts to improve the performance of certain areas to support the achievement of organizational goals to the maximum.

According to (Veithzal, 2010, p. 52) In the book (Hafulyon & Fitria, 2016, p. 36) There are four main steps in HR planning, namely: Planning for future needs, Planning for future balance, Planning for procurement and selection, and Planning for development.

Planning in improving the performance of education personnel at SMAN 18 North Jakarta is carried out by making work programs from each apparatus or each education staff, then dividing the duties of each education staff according to their abilities. Some are in charge of finance, some are in administration, and some are in charge of the library. So that the personnel who

have been given these tasks and responsibilities will work optimally and carry out the work effectively and efficiently.

The planning of procurement and addition of education personnel or employees at SMAN 18 North Jakarta is carried out by the authorized local government or agency. the school can only propose the procurement or addition of employees and the school cannot increase the procurement of education personnel or employees without a decision from the local office or government. it can be concluded that the planning of education personnel at SMAN 18 North Jakarta is carried out by the competent local government and the school only accepts the decision and is carried out within the school environment.

## **2. Organizing Educators and Education Personnel at SMAN 18 North Jakarta**

Based on the explanation of the head of SMAN 18 North Jakarta, it can be concluded that the implementation of management to improve the performance of education personnel at SMAN 18 North Jakarta is carried out by compiling work programs such as daily work programs, semester work programs and annual work programs. Furthermore, divide the duties of each education staff according to the abilities they have, such as some are in charge of the finance department, some are in charge of the administration and some are in charge of the library. So that in evaluating the results of their performance later the results will be clear and will be held accountable from each of these education personnel for the work given to them.

However, the placement of educational personnel at SMAN 18 North Jakarta has not been carried out optimally because there are still many educational personnel who do not match their educational background with the field of work they occupy. In carrying out the management of education personnel, the principal applies a collaborative leadership style, namely working together in the form of kinship. The point is how to manage an education unit as a community or team formed of many elements that collaborate with each other to carry out tasks in accordance with the given workload. So that there are no elements of superiors and

subordinates, but what exists is cooperation. So every problem that exists will be solved together, the source of the problem is sought and the solution is sought together and from that cooperation creates work transparency.

Then in the implementation of the management of education personnel, the principal always gives enthusiasm and motivation to employees to be more enthusiastic in working and to improve the performance of these employees. One of the efforts made by the principal is to provide support and motivation to employees to continue their education to a higher level to improve their abilities, increase knowledge and insight from these employees or education staff.

## **3. Supervision of Educators and Education Staff at SMAN 18 North Jakarta**

Supervision is defined as a continuous monitoring process to ensure the implementation of consequent planning both material and spiritual. Supervision should be related to the objectives and criteria used in the education system, supervision should be tailored to the nature and needs of the organization and supervision should refer to corrective actions in Ramayulis in (Jahari & Syarbini, 2013, p. 18).

Supervision or control can be done directly or indirectly. The control carried out directly is carried out through on-site surveillance activities. The control carried out indirectly is control carried out through policies, giving instructions through circulars and so on.

Supervision is one of the efforts to see the performance of resources owned by an organization, both human resources and also supervise the availability of raw materials and supervise the work tools used. (Jamrizal, 2022, p. 480). The purpose of supervision is to ascertain whether employees do their work in accordance with their work or not (Chantica et al., 2022, p. 247)

According to (Tohar, 2022, p. 180) Supervision of educational administration service activities is used as a tool to ensure its efficiency and accountability in the education system to achieve educational goals to achieve the goals of the school.

Selanjutnya dalam hal pengawasan, manajemen organisasi juga dapat melakukan evaluasi berdasarkan pengawasan yang mereka lakukan di lapangan.

Karena dalam pengawasan mencakup pengawasan terhadap kinerja pegawai, penggunaan sumber daya, kegiatan organisasi dan sebagainya. Sehingga dalam melakukan pengawasan, pada akhirnya manajemen perusahaan dapat melakukan evaluasi yang baik dalam mengambil keputusan (Samsirin, 2015, p. 345)

Factors that influence the need for control activities are the difference in objectives between the organization and members of the administration and the existence of a certain period of time when the objectives are formulated and when the goals are achieved.

## Conclusion

Planning in an education occupies a strategic position in the entire educational process. The planning provides clarity of direction in the business of the education delivery process, so that planning in an education will be implemented more effectively and efficiently.

Planning in improving the performance of education personnel at SMAN 18 North Jakarta is carried out by making work programs from each apparatus or each education staff, then dividing the duties of each education staff according to their abilities.

The implementation of management to improve the performance of education personnel at SMAN 18 North Jakarta is carried out by compiling work programs such as daily work programs, semester work programs and annual work programs. Furthermore, divide the duties of each educational staff according to the abilities they have. However, the placement of educational personnel at SMAN 18 Jakarta Uatara has not been carried out optimally because there are still educational personnel who do not match their educational background with the field of work they occupy.

The supervision carried out on education personnel at SMAN 18 North Jakarta is good, judging from the supervision carried out by the principal at all times and every day. In this supervision, it is seen to what extent education personnel carry out tasks in accordance with the

program that has been prepared and planned previously.

Schools should recruit education personnel in accordance with the educational background possessed by the education staff. In terms of improving performance, school performance can increase teacher and education staff training activities while still providing motivation to always work professionally in order to create proud work and performance results.

## Bibliography

- Asmendri. (2012). *Teori dan Aplikasi Manajemen Peningkatan Mutu Pendidikan Madrasah/Sekolah*. STAIN Batusangkar Press.
- Burhanuddin, Y. (2005). *Administrasi pendidikan*. Bandung: Pustaka Setia.
- Castetter, W. B. (1996). *The human resource function in educational administration*. Simon & Schuster Books For Young Readers.
- Certo, & Samuel, C. (2012). *Modern Management: Concepts and Skill*. Library of Congress Cataloging.
- Chantica, J. A., Cahyani, R., & Romadhon, A. (2022). Peranan Manajemen Pengawasan: Komitmen, Perencanaan, Kemampuan Karyawan (Literature Review Msdm). *Jurnal Ilmu Manajemen Terapan*, 3(3), 247–256.
- Freedman, R. D., Cooper, C. L., & Stumpf, S. A. (1982). *Management education: Issues in theory, research, and practice*. (No Title).
- Hafulyon, & Fitria, R. (2016). *Manajemen Sumber Daya Manusia*. STAIN: Batu sangkar Press.
- Jahari, J., & Syarbini, A. (2013). *Manajemen madrasah: Teori, strategi, dan implementasi*. Bandung: Alfabeta.
- Jamrizal, J. (2022). Pengaruh Perencanaan, Pengorganisasian dan Pengawasan Terhadap Kepemimpinan Kepala Sekolah (Literature Review Manajemen pendidikan). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 3(1), 479–488.
- Moleong, L. J. (2007). *Metodologi Penelitian Kualitatif edisi revisi*. 2007. Bandung: PT. Remaja Rosda Karya.
- Mukhtar, M. (2015). *Strategi kepala sekolah*

- dalam meningkatkan kinerja guru pada SMP Negeri di Kecamatan Masjid Raya Kabupaten Aceh Besar. *Jurnal Administrasi Pendidikan Program Pascasarjana Unsyiah*, 3(3), 93917.
- Mulyasa, E. (2005). Menjadi kepala sekolah profesional dalam menyukseskan MBS dan KBK. *Bandung: PT Remaja Rosdakarya*.
- Mulyasa, H. E. (2010). Implementasi Kurikulum Tingkat Satuan Pendidikan (KTSP). *Kemandirian Guru Dan Kepala Sekolah, PT Bumi Aksara, Jakarta*.
- Muniroh, J., & Muhyadi, M. (2017). Manajemen pendidik dan tenaga kependidikan di Madrasah Aliyah Negeri Kota Yogyakarta. *Jurnal Akuntabilitas Manajemen Pendidikan*, 5(2), 161–173.
- Samsirin, S. (2015). Konsep Manajemen Pengawasan dalam Pendidikan Islam. *At-Ta'dib*, 10(2).
- Sharma, S. L. (2009). *Educational management: A unified approach of education*. Global India Publications.
- Syahputra, M. R., & Herviana, H. (2021). Implementasi Manajemen Tenaga Kependidikan Di Mts Al-Jamiyatul Washliyah Tembung. *Prosiding Fakultas Agama Islam Universitas Dharmawangsa*, 1(1), 1–14.
- Tohar, M. (2022). Supervisi Manajerial dalam Meningkatkan Pelayanan Administrasi Pendidikan di SMA Negeri 1 Jonggat. *Jurnal Paedagogy*, 9(1), 179–185.
- Tongo-Tongo, Y. (2014). Pengaruh gaya kepemimpinan dan disiplin kerja terhadap kinerja anggota detasemen A pelopo satuan brigade mobil kepolisian daerah Sulawesi Utara. *Jurnal Riset Bisnis Dan Manajemen*, 2(4).
- Veithzal, R. (2010). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. PT. Raja Grafindo.