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## HUMAN RESOURCE MANAGEMENT IN SPECIAL EDUCATION

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### Abstract

Human resources need to be managed properly so that they can play a role in accordance with their functions. That is why there is a need for human resource management. Human resource management is a process related to the implementation of human resource management or management functions which are directly handed over to the school education unit to be developed in accordance with the potential possessed by the school. The scope of human resource management includes: employee planning; employee procurement; employee coaching and development; promotion and mutation; dismissal of employees; compensation, and employee assessment. All of that needs to be done properly and correctly so that what is expected can be achieved

**Keywords:** HR, Education, Management

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### INTRODUCTION

The development of science and technology today is growing along with the times. The development of science and technology has a major influence on human lifestyles and habits, especially if there is no filter or filter of various things as an impact of the development of science and technology, it will certainly affect the performance of every human being, including in the field of education (Desfriyati & Dewi, 2022). Human resources have a big role in the implementation of education. Education which is a process cannot be separated from the role of human resources because one of the important aspects is human resources themselves (Widiansyah, 2018). In addition, humans always play an active role in every organizational activity, because humans sometimes become planners, doers, and determinants of the realization of organizational goals (Abdullah, 2017). Goals cannot be realized without the active role of employees even though the tools owned by the company are so sophisticated. This also applies in the world of education, because more specifically the learning process played by educators cannot be replaced by technology. To make human resources function better effectively and efficiently, it is necessary to carry out good management, starting from planning to the final stage in the management function (Uyun, 2021).

Talking about the existence of human resources (HR) in educational organizations is natural because in the process of education human resources (HR) have a big role both in administrative and operational terms (Huang, Yang, Zheng, Feng, & Zhang, 2023). Human resources (HR) need to be managed properly so that they can play a role in accordance with their functions. That is why there is a need for human resource management (HR) (Piwowar-Sulej, 2021).

Similarly, human resources (HR) in the field of special education or in special schools also have a big role in carrying out administration and operations. Human resources (HR) in special education also need to be given good guidance so that they can carry out their roles and functions.

## **METHOD RESEARCH**

The research method used in this study is qualitative descriptive method. The type of data used in this study is qualitative data, which is categorized into two types, namely primary data and secondary data (Colorafi & Evans, 2016). Data sources are obtained through library study techniques that refer to sources available both online and offline such as: scientific journals, books and news sourced from trusted sources (Nassaji, 2015). These sources are gathered based on discussion and linked from one piece of information to another. The data collection techniques used in this study were observation, interview and research. This data is analyzed and then conclusions are drawn.

## **RESULT AND DISCUSSION**

### **Education Management**

1. The word management comes from Latin, that is, from the origin of the word

Manus which means hand and agree which means to do. Word-The word was merged into the verb manager which means to handle. Managere is translated into English in the form of the verb to manage, with the noun management, and manager to carry out management activities. Finally, management is translated into English into management and management (Firmialy & SE, 2022). Management comes from the word "to manage" which means to manage, organize, drive, control, handle, manage, organize, run, execute, lead (Tumbel & Sos, 2023). In the book written by Made Pidarta, it is explained that in Terry's opinion, "management is a district process consisting of planning, organizing, actuating, and controlling, performed to determine and accomplished stated objectives by the use of human beings and other resources. Management is a certain process consisting of planning, organizing, mobilizing, and supervising, which is carried out to determine and achieve goals that have been set using people and other resources (Darim, 2020). Marry Parker Follet defines management as the art of getting work done through people. This definition means that a manager is in charge of organizing and directing others to achieve organizational goals. James Stoner defines Ricky management as a process of planning, organizing,

leadership and control of the efforts of members of the organization and the use of all organizational resources to achieve the goals of the objectives that have been set effectively and efficiently.

Harold Koonts and Ciry l O'Donel define management as the effort to achieve a certain goal through the activities of others. Thus the manager coordinates a number of other people's activities which include planning, organizing, placing, directing, and controlling. In addition, Andrew F. Sikula stated that management is generally associated with planning, organizing, controlling, placing, directing, motivating, communicating and decision-making

activities carried out by each organization with the aim of coordinating various resources owned by the company so that a product or service will be produced efficiently (Hasibuan, Sikula, Terry, Koontz, & O'Donnel, 2020).

Suhardan et.al stated that education management is a management process in carrying out educational tasks by utilizing all resources efficiently to achieve goals effectively (Timor, Saud, & Suhardan, 2018). According to Mulyasa, education management is a system of managing and structuring educational resources, such as education personnel, students, communities, curriculum, funds (finance), educational facilities and infrastructure, management and educational environment.

Therefore, in the study of learning management or education management is divided into two groups, namely:

- a. Administrative management that focuses on planning, organization, guidance, direction, coordination, and supervision, as well as communication activities
- b. Operational management that focuses on administrative, staffing, financial, and school relations activities with the community<sup>6</sup>.
- c. Education management is an arrangement of the field of education carried out through planning, organizing, staffing, coaching, coordinating, communicating, motivating, budgeting, controlling, supervising, assessing and reporting activities systematically to achieve quality education goals<sup>7</sup>.
- d. From the various statements above can be drawn a

The conclusion that education management is a system of managing and utilizing all educational resources to carry out a systematic and systemic cooperation process so that effective and efficient education implementation can be realized for the realization of the national education goals that have been aspired to.

### **Human Resource Management (HRM)**

In English, Human Resource Management (HRM) is called "Human Resource management" which is abbreviated to HRM. <sup>8</sup> People are part of the resources needed by the company/organization. However, in its implementation, there are still many management policies that have not paid attention to the importance of the role of human resources (HR)<sup>9</sup>, so from this understanding I can analyze that policy companies still do not pay attention to the interests of human resources (Stahl, Brewster, Collings, & Hajro, 2020).

Human resource management is a very important aspect in the educational process in general. Therefore, functions in human resource management must be carried out optimally so that needs to be related to individual, organizational/institutional, organizational or institutional goals can be achieved. In addition, with good human resource management procedures, it is hoped that the shortcomings and problems faced by the Indonesian nation, namely related to competitiveness capabilities, can be overcome.

Here are some experts' views on the concept of personnel management:

1. Flippo, (2019), stated that personnel management is the process of planning, organizing, directing and controlling the procurement of labor, development, compensation, integration, maintenance and termination of employment with a view to achieving goals or objectives individuals, organizations, and communities.

2. Andrew & Sikula, (2019), stated that personnel administration is the placement of people into an organization / institution. The implementation of human labor is the procurement, maintenance, placement, indoctrination, training and education of human resources.
3. Miner, (2015), stated that personnel management is defined as a process of developing, implementing, and assessing policies, procedures, methods, and programs related to individual employees in an organization.
4. Durai, (2010), stated that personnel management is a field of management related to planning, organizing, and controlling various functions of procurement, development, maintenance, and utilization of labor in such a way that (1) the objectives for which the association is established and achieved efficiently and effectively, (2) objectives all employees are served to an optimal level, (3).

**The goals of the community are well considered and served.**

Human resource management can be defined as the process and effort to develop, motivate, and evaluate the overall human resources needed by the company in achieving its goals. Understanding

This ranges from selecting anyone who has the qualifications and deserves to occupy a position in an organization (the right man on the right place) as required of an institution or organization to how these qualifications can be maintained and even improved and developed over time. Because human resource management is an ongoing process, in line with the educational process, attention to human resources can have a special place in educational organizations.

In the organizational structure of the company (as a comparison with educational institutions), especially medium and large companies, in addition to the president director, the part that is responsible and functions as managing human resource affairs is the human resources section, or usually known as the personnel section, so from this understanding I can analyze that human resource management is a process in which the process must develop, motivate, and evaluate all human resources so that a company can achieve its targets or goals.

Basically, the function of the personnel department is to plan the concept of extraction, development and improvement of the quality of human resources needed by the company. Policies related to labor regulations, recruitment qualifications, career development from sending workers to attend trainings to continuing studies, incentive programs and bonuses for workers is the main function of this personnel section (Suriastini, 2013). So from this understanding, I can analyze that management is a process to improve a company which here must involve its workforce for labor policy itself which includes qualifications, management and developers for the process of activities both managing, organizing, and planning to facilitate Achieving the goals that have been set by utilizing existing resources. In addition, human resource management (HRM) is part of management. Therefore, general management theories form the basis of its discussion. Management (HR) focuses more on the regulation of human roles in realizing optimal goals. This arrangement includes issues of planning, organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and dismissing workers to help realize the goals of the

organization/institution, employees, and society. Thus it is clear that human resource management (HR) is a process starting from planning, organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and dismissing workers to help realize goals organizations/institutions, employees, and communities, all of which are processes that have a large role in the achievement of the desired goal.

Human resource management functions include planning, organizing, deploying, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and dismissal.

1. Planning, arranging needs in helping the realization of goals
2. Organizing, is an activity to organize all employees by establishing the division of labor, labor relations to achieve goals.
3. Directing, is the activity of directing all employees, to be willing to work together and work effectively and efficiently in helping to achieve the goals of the company, employees, and society.
4. Controlling, is the activity of controlling all employees, in order to obey company regulations and work according to plan.
5. Procurement is the process of withdrawal, selection, placement, orientation, and induction to get employees who are in accordance with the needs of the company.
6. 6. Development is the process of improving the technical, conceptual, and moral skills of employees through education and training. The education and training provided must be in accordance with current and future job needs.
7. Compensation (compensation), is the provision of remuneration
8. direct and indirect, money or goods to employees in exchange for services provided to the company.
9. Integration is an activity to unite the interests of the company and the needs of employees, in order to create harmonious and mutually beneficial cooperation.
10. Maintenance, is an activity to maintain or improve the physical, mental, and loyalty condition of employees, so that they continue to work until retirement.
11. Discipline, is the most important function of human resource management and the key to realizing goals because without good discipline it is difficult to realize maximum goals.
12. Dismissal (separation), is the termination of one's employment relationship from a company.

### **Scope of HR Management**

Human resource management (HRM) is part of management. Therefore, general management theories form the basis of its discussion. HRM focuses more on regulating the role of humans in realizing optimal goals. This arrangement includes issues of planning, organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and dismissing workers to help realize the goals of the organization/institution, employees, and society. The following is the scope of HR management in SBM which includes:

1. Employee planning

Employee planning is an activity to determine employee needs, both quantitatively and qualitatively for now and in the future. The preparation of a good and appropriate personnel plan requires complete and clear information about the work or tasks to be performed in the organization. Therefore, before preparing a plan, a job analysis and job analysis are carried out to obtain a job description. This information is very helpful in determining the number of employees needed, and also to produce job specification. This position specification gives an idea of the minimum qualities of employees who are acceptable and who are necessary to carry out the job as it should<sup>14</sup>.

It can be concluded that the human resource planning process is a way to set goals and implementation guidelines and become the basis for employee control.

a. Human Resource Planning Objectives

Here are some of the objectives of human resource planning which include:

- a. To determine the quality and quantity of employees who will fill all positions in the organization/institution.
- b. To ensure the availability of present and future labor, so that every job is done by it.
- c. To avoid the occurrence of management misses and overlap in the execution of tasks.
- d. To facilitate coordination, integration, and synchronization so that work productivity increases.
- e. To avoid or overstaff.
- f. To be a guideline in establishing programs for recall, selection, development, compensation, integration, maintenance, discipline, and dismissal of employees.
- g. Become a guideline in carrying out mutations (vertical or horizontal) and employee retirement
- h. Become the basis for conducting employee assessments. 15

b. Human Resource Planning Procedure

- a. Here are some human resource planning procedures that include:
- b. Clearly determine the quality and quantity of human resources needed.
- c. Collect data and information about HR.
- d. Group data and information and analyze them.
- e. Set some alternatives.
- f. Choosing the best of the alternatives becomes a plan.
- g. Inform employees of plans for realization.

2. Employee procurement

Employee procurement is an activity to meet the needs of employees in an institution, both in number and quality. To get employees who suit their needs, recruitment activities are carried out, namely efforts to find and get qualified employee candidates as much as possible, to then select the best and most capable candidates.

For this purpose, it is necessary to make selections, through oral, written, and practical examinations. But sometimes, in an organization, the procurement of employees can be brought in internally or from within the organization only, whether through promotion or

mutation. This is done if the formation is vacant a little, while in other parts there are excess employees or have been prepared.

Procurement of employees must be based on the principle of what is new, what means we must first determine the jobs based on job descriptions. Who means that we are just looking for the right people to occupy the position based on job specifications. Recruitment of prospective employees should be done well, so that the employees received are in accordance with the needs of the work to be done.

The following are the processes or steps taken in employee procurement which include:

- a. Forecasting labor needs is intended so that the number of present and future labor needs is in accordance with the workload, vacancies can be avoided and all work can be done.
- b. Recruitment is the process of finding and engaging workers to get a number of applicants from various sources, in accordance with the qualifications needed by an organization or institution.
- c. Selection is the first effort that must be done by the organization / institution to obtain qualified and competent employees who will serve and do all work in the organization / institution. The selection must be carried out honestly, carefully, and objectively so that the employees received are truly qualified to serve and carry out the work, so that coaching, developing, and managing employees becomes easier.
- d. Placement, orientation, and induction of employees are a follow-up to the selection, which places prospective employees who are accepted (pass the selection) in positions / jobs that need it and at the same time delegate authority to that person. Proper employee placement is one of the keys to obtaining optimal work performance from each employee in addition to work morale, creativity, and initiative will also develop.

Orientation or introductions for each new employee should be done to certify that they really are.

Accepted with open arms to be an employee who will cooperate with other employees in the organization/institution. With orientation can be overcome doubts, awkwardness, and the emergence of confidence of new employees in doing their jobs.

Employee induction is an activity to change the behavior of new employees in order to adjust to the rules of the organization/institution. Induction is basically the task of the employee's direct supervisor so that the new employee realizes that he must obey the rules of the organization/institution and do his duties well.

It can be concluded that employee procurement includes the process of withdrawal, selection, placement, orientation and induction to get employees who are effective and efficient in helping to achieve goals.

### 3. Employee development and development

The organization always wants its personnel to carry out their duties optimally and contribute all their abilities to the benefit of the organization, and work better day by day. In addition, employees themselves, as human beings, also need improvement and improvement in themselves including in their duties. In this regard, the function of coaching

and developing employees is a function of personnel management that is absolutely necessary, to improve, maintain, and improve employee performance. Coaching activities and This development not only concerns the ability aspect, but also concerns the career of 16 employees.

Employee development is considered increasingly important benefits due to the demands of work or position due to technological advances and increasingly fierce competition among similar organizations / institutions. Every personnel of the organization / institution is required to be able to work effectively, efficiently, the quality and quantity of their work is good so that the competitiveness of the organization / institution is even greater. This development is carried out for non-career and career purposes for employees (new or old) through training and education. 17

It can be concluded that employee coaching and development (education and training) needs to be carried out by every organization/institution because it will provide benefits to the organization/institution, employees, and consumer society.

#### 4. Promotion and mutation

Promotion is a move that enlarges the authority and responsibility of employees to higher positions in an organization so that their obligations, rights, status, and income are greater. With promotion, it means that there is trust and recognition about the ability and ability of the employee concerned to occupying a higher position. That way employees will be encouraged to work hard, passionate, disciplined, and work performance so that the goals of the organization / institution can be optimally achieved.

One of the follow-up actions carried out from the results of employee performance appraisals is employee mutation. Because with the assessment of employee performance, it will be known the employee's ability to complete the job description charged to him. This mutation must be based on the achievement index that can be achieved by the employee concerned. It can be concluded that mutation is included in the employee development function, because the goal is to increase work efficiency and effectiveness in the organization / institution.

After obtaining and determining the prospective employee to be accepted, the next activity is to strive for the prospective employee to become a legal member of the organization so that it has rights and obligations as a member of the organization / institution. In Indonesia, for civil servants, the first promotion or appointment is usually appointed as a civil servant with a probationary period of one or two years, then follows pre-service training and after graduation is appointed as a full civil servant. After the appointment of employees, the next activity is placement or assignment. 18

#### 5. Dismissal of employees

Dismissal is the termination of an employee's employment with an organization / institution. With the dismissal, it means the end of the employee's work attachment to the organization. Dismissal of employees is a personnel function that causes the release of the organization and personnel from the rights and obligations as a workplace institution and

as employees. In relation to education personnel in schools, especially Civil Servants, the reasons for dismissal of these employees can be grouped into three types, namely:

- a. Dismissal at own request
- b. Dismissal by service and government
- c. Termination of miscellaneous causes.

Dismissal at the request of the employee himself, for example because of changing jobs aimed at improving fate. Dismissal by the agency or government can be done for the following reasons:

- a. The employee concerned is incompetent and does not have the ability to carry out his duties properly.
  - b. Downsizing or simplifying the organization. Rejuvenation, usually employees who are 55 years old and entitled to retire must be dismissed within one year.
  - c. Not healthy spiritually and physically so not
  - d. can carry out their duties well.
  - e. Committing a criminal offense is punishable by imprisonment or confinement.
  - f. Violating the oath or promise of a civil servant.
  - g. While dismissal for other reasons caused the employee concerned to die, missing, after undergoing leave outside state responsibility and did not report to the authorities, and has reached the retirement age limit
6. Compensation

Compensation is the remuneration that an organization provides to employees, which can be valued in money and has a tendency to be given on a regular basis. Compensation other than in the form of salary can also be in the form of benefits, housing facilities, vehicles, and others. This compensation is no longer seen as satisfying material needs but has been linked to human dignity and dignity.

7. Employee assessment

To see if the employees who are trained and developed benefit from what they do, it is necessary to evaluate or assess their achievements. Work performance is the result of work in quality and quantity achieved by an employee in carry out his duties in accordance with the responsibilities assigned to him<sup>19</sup>.

The assessment of education personnel is focused on individual achievement and participation in school activities. For employees, assessments are useful as feedback on various things, such as abilities, fatigue, shortcomings, and potentials which in turn are useful for determining goals, paths, plans, and career development. For schools, the results of the assessment of the work performance of education personnel are very important in making decisions on various matters, such as identifying school program needs, admission, selection, introduction, placement, promotion, reward system, and other aspects of the overall effective process of human resources.

It can be concluded that employee assessment must be carried out to find out the achievements that can be achieved by each employee. The results of the assessment can be used by the organization / institution in determining further policy actions .

In the field of educators and education personnel, school education units implement programs with the following management standards:

1. Schools/madrasahs develop programs for the utilization of educators and education personnel.
2. Educator and education utilization programs :
  - a. Prepared by taking into account the standards of educators and educational personnel;
  - b. Developed in accordance with the conditions of the school / madrasah including the distribution of tasks, overcoming in case of shortage of personnel, determining the reward system, and professional development for each educator and education staff and implementing it professionally, fairly, and openly.
  - c. The appointment of educators and additional education personnel is carried out based on the provisions set by the implementation of schools/madrasahs.
  - d. Schools/madrasahs need to support efforts to:
  - e. Promotion of educators and education staff based on the principles of expediency, propriety, and professionalism;
  - f. Development of education and education personnel identified by
  - g. systematically in accordance with individual aspirations, curriculum needs and schools/madrasahs;
  - h. The placement of educational personnel is adjusted to the needs of both the number and qualifications by setting priorities;
  - i. The mutation of education personnel from one position to another is based on position analysis followed by task orientation by the highest leadership of the school/madrasah which is carried out after four years, but can be extended based on justifiable reasons, while for additional education personnel there is no mutation.
3. Schools/madrasahs utilize:
  - a. The headmaster of the school/madrasah carries out his duties and responsibilities as the leader of the school/madrasah management;
  - b. The deputy principal of SMP/MTs carries out his duties and responsibilities as assistant principal of the school/madrasah;
  - c. The deputy head of SMA/SMK, MA/MAK for curriculum carries out his duties and responsibilities as an assistant principal of the school/madrasah in managing the curriculum;
  - d. The deputy head of SMA/SMK, MA/MAK for infrastructure carries out his duties and responsibilities as an assistant principal of a school/madrasah in managing infrastructure;
  - e. The deputy principal of SMA/SMK, MA/MAK for student affairs carries out his duties and responsibilities as an assistant principal of the school/madrasah in managing students;

- f. Deputy head of SMK for industrial relations carries out the industrial world; his duties and responsibilities as assistant principal of the school/madrasah in managing students;
- g. The teacher carries out his duties and responsibilities as an agent
- h. learning that motivates, facilitates, educates, guides, and trains students so that they become qualified human beings and are able to actualize their human potential optimally;
- i. Counselors carry out their duties and responsibilities in providing guidance and counseling services to students;
- j. Trainers/instructors carry out their duties and responsibilities to provide technical training to students in activities Training;
- k. Library staff carry out their duties and responsibilities to carry out the management of learning resources in the library;
- l. Laboratory personnel carry out their duties and responsibilities to assist teachers in managing practicum activities in the laboratory;
- m. Learning resource technicians carry out their duties and responsibilities to prepare, maintain, and improve learning facilities and infrastructure;
- n. Administrative personnel carry out their duties and responsibilities in carrying out administrative services;
- o. Cleaning personnel carry out their duties and responsibilities in providing environmental cleaning services.

With the establishment of standards for the implementation of educator and education management programs, schools have guidelines in running and developing programs that have been prepared by the school.

With this, the task of the principal as a manager of human resources (HR) is not an easy job because the principal is required to work on educational personnel management instruments to help smooth SBM in the school he leads

## **CONCLUSION**

Human resources (HR) is an important aspect in every activity in an institution or organization. These human resources (HR) can function optimally if managed properly. Therefore management (management) is required. Human resource management is a very important aspect in the educational process in general. Therefore, functions in human resource management must be carried out optimally so that needs related to individual, company, organizational or institutional goals can be achieved. Human resource management (HR) is a process related to the implementation of human resource management or management functions which are directly handed over to the school education unit to be developed in accordance with the potential possessed by the school. The scope of human resource management (HR), which includes (1) employee planning, (2) employee procurement, (3) employee coaching and development, (4) promotion and mutation, (5) employee dismissal, (6) compensation, and (7 ) employee assessment. All of that needs to be done properly and correctly so that what is expected can be achieved, namely the availability of the necessary

educational personnel with the appropriate qualifications and abilities and can carry out work properly and qualified.

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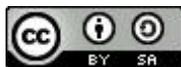
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