

The Imperative of Continuous Improvement: Enhancing Human Resources in Schools

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Abstract: *The research aims to reveal the truth and conclusions about an object at the Nurul Jadid Vocational School Institution. The subject is human resources. This research found that the human resource planning carried out by the school principal and his staff was going well, so the decline in human resources each year was pretty close to a stable number. This institution has continuously improved management, learning curriculum and marketing systems. The aim is to be competitive and increase interest in the institution. Researchers used descriptive qualitative research methods. Descriptive qualitative research is a problem formulation that guides research to explore or photograph the social situation that will be researched thoroughly, broadly and in-depth. This research shows that the human resource inequality that occurs among students is caused by insufficient employee human resource quotas and inferior employee discipline, which impacts the discipline of students.*

Abstrak: Penelitian ini bertujuan untuk mengungkap kebenaran tentang pentingnya perbaikan berkelanjutan dalam aspek sumber daya manusia di SMK Nurul Jadid. Penelitian ini menemukan bahwa perencanaan sumber daya manusia yang dilakukan oleh kepala sekolah dan jajarannya berjalan dengan baik, sehingga penurunan sumber daya manusia setiap tahunnya cukup mendekati angka yang stabil. Lembaga ini terus melakukan perbaikan manajemen, kurikulum pembelajaran, dan sistem pemasaran. Tujuannya agar dapat berdaya saing dan meningkatkan minat terhadap lembaga tersebut. Peneliti menggunakan metode penelitian deskriptif kualitatif. Penelitian kualitatif deskriptif merupakan rumusan masalah yang memandu penelitian untuk mengeksplorasi keadaan sosial yang diteliti secara menyeluruh, luas, dan mendalam. Penelitian ini menunjukkan bahwa ketimpangan sumber daya manusia yang terjadi di SMK Nurul Jadid disebabkan oleh kurangnya kuota sumber daya manusia pegawai dan rendahnya disiplin pegawai sehingga berdampak pada kedisiplinan peserta didik.

INTRODUCTION

Optimizing human resources is very important in educational institutions and needs to be a main strategy (Mubarok, 2021; Ramayanti et al., 2023). Human resources play an essential or critical role in every agency (Ridwan, 2022; Pariakan et al., 2023). Because human resources are the primary benchmark for the success of an agency or educational institution in achieving its goals easily (Saputra, 2022). Human resources are people who work in an organization or educational institution, where they are responsible for planning, organizing, implementing and evaluating the activities carried out. Based on this, human resources are vital in an agency and cannot be separated (Jumadi, 2023). A superior educational institution can be seen from its human resources, who have superior talents.

With this, educational institutions must have productive and quality human resources to achieve the institution's vision and mission quickly (Effendi & Sulistyorini, 2021). Significantly, human resources motivate other resources to achieve institutional performance with a competitive advantage (Syakroni, n.d.). Institutional leaders must also be practical and creative in managing their human resources (Diniarsa & Batu, 2023).

In this era of globalization, we must compete fiercely to transform and increase public trust (Junaidi, Zalisman, Yusri, Amin, & Wismanto, 2023). By utilizing advanced technology and existing knowledge. The critical thing that educational institutions must do to increase competitiveness is to improve the quality of educators and education (Bahri, 2022; Enas & Noviana, 2022;

Baharun & Hasanah, 2023). So that the output from human resources is of high quality (Hartati & N, 2022; Mundiri & Jannah, 2021). Whether an educational institution progresses or not depends on the quality of its teaching staff. Educators are human resources and the main element driving educational institutions. If the human resources department has done its job well, it will become a quality institution (Prathama, Nuraini, & Firdausi, 2020). One way to make educational institutions more professional is by continually improving (Muhzar, 2020) (Muhzar, 2020).

Continuous improvement is a process to increase work productivity and production quality and quantity (Zamroni et al., 2023; Ningrum, 2023; Amir, 2023). The aim is for educational institutions to be able to compete fiercely (Irwati & Prasetya, 2020; Iqbalian & Radyanto, 2022). Because the quality of the educational institution is the primary criterion for customer attraction (Sanjaya & Purnawati, 2023; Rimadias et al., 2023). Continuous improvement has become a hallmark of global competition. Like the Kaizen strategy in Japanese management (Sahri & Novita, 2019), Namely, in carrying out continuous improvements, it is necessary to involve all existing human resources. Usually, this Kaizen strategy is carried out to streamline work methods (Wulandari, 2023) (Alfian, Ali, Rosadi, & Fitriyani, 2022). This continuous quality improvement must be successful and carried out strategically and planned at every stage so that the organization can achieve substantial goals (Mukarramah, 2023; Muhith et al., 2023). Indicators used to measure continuous process improvement are defining problems, identifying and documenting processes,

measuring performance, understanding various problems, developing ideas, and assessing and implementing solutions to existing problems (Aryanti et al., 2023).

Nurul Jadid Vocational School is an educational institution under the auspices of the Nurul Jadid Islamic Boarding School. The majority of pupils and students are Islamic boarding school students. This Institution focuses heavily on technological development and culinary learning, where its students are immediately trained optimally according to their major. So that every year there are products produced by students and students. However, the problems that have occurred so far have seen the Institution experience ups and downs in human resources, which have made the Institution anxious. The problem faced is the difference in interests between male and female students, where the interests of female students are more in the minority than students, so there is an imbalance in human resources. Even though the Institution never differentiates between male and female students, it is feared this will result in a feeling of injustice. Schools always provide freedom of choice so that there is no gender gap. Even though the school's location is differentiated between boys and girls, all the Institution's activities remain the same. In Law of the Republic of Indonesia No. 34 of 1999 concerning Human Rights, Article 48 states that women have the right to obtain education by predetermined requirements. Meanwhile, Article 60, paragraph (1) states that every child has the right to receive education and teaching in the context of personal development based on their interests, talents, and level of intelligence (Wahrudin & Munardji,

2023). In this law, it is clear that the State vigorously protects against discrimination in the world of education. This is a big question about how the institution has developed and managed it so far so that this happens.

Therefore, it is essential to carry out continuous improvements in both department programs, educational curriculum, development and management of the Institution and the promotion system carried out by the Institution. Evaluating from year to year, it is feared that there would be student or female student dissatisfaction in previous years, which would also result from the problems experienced. Continuous improvement aims to ensure that existing human resource deficiencies among students are not sustainable and increase customer interest.

METHOD

This research uses descriptive qualitative methods through interview and observation techniques. Researchers interviewed school principals, teachers, students and other stakeholders related to this discussion. However, the subject of this research is human resources, the object of which is educators. According to researchers, qualitative research methods intend to understand research subjects that produce descriptive data. Descriptive, according to the Big Indonesian Dictionary, is to describe what is. This is the basis of descriptive qualitative research. The research stages the researcher carried out were collecting research material data, reading literature, making small notes, and processing the reading results into research data.

RESULT AND DISCUSSION

Human Resources

Human resources are ready, willing, and able to contribute energy and thoughts to achieve organizational goals. Human resources always play an active role in every activity of the Institution because humans are the planners, actors and determinants of realizing organizational goals. Educational interaction will be fulfilled if human resources are also fulfilled. (Syuroya, 2022).

Continuous Improvement is an alternative method to improve or maintain educational institutions. According to (Wijaya, 2022) Continuous improvement is used to mobilize all resources to face future challenges and withstand change, like the Kaizen strategy in Japanese management, which is usually used long-term to face competition. The kaizen strategy is gradual but continues continuously to produce better results. The kaizen strategy always involves all human resources in the institution so that all employees contribute ideas and thoughts (Rusdiana & Soediantono, 2022) (Sahri & Novita, 2019). This aims to foster trust in all existing resources so they can innovate and have high loyalty to the institution (Rohmad, Abdullah Hasan & Nur Anisa Setyaningrum, n.d.). Usually, the kaizen strategy is oriented towards customer needs and satisfaction (Hefniy, Silviani, Maarif, & Wibowo, 2021)

According to the results of interviews and research, Nurul Jadid Vocational School is an institution under the auspices of an Islamic boarding school, where the schools for boys and girls are separated because the Institution adapts to existing regulations at the Islamic boarding

school. However, all the activities at Nurul Jadid Vocational School remain the same. The inequality in human resources between male and female students so far does not seem to be a big problem for the Nurul Jadid Vocational School because this is considered a typical problem at other institutions. However, the main factor is the inadequate employee human resource quota, so the Institution can not decide between male and female teachers. This may impact the inequality that occurs at Nurul Jadid Vocational School. The Institution has tried to divide male and female employees only regarding internal services. Like BK teachers, student council leaders and picket teachers. Apart from this, all management at Nurul Jadid Vocational School is still centrally unified in terms of management patterns, design, administration and administration. This is a form of improving the management of institutions at Nurul Jadid Vocational School. Every problem that the Institution experiences, the Institution never considers it a factor in decreasing the effectiveness of the Institution. Problems that occur are always used as opportunities to continue developing the Institute.

The decline in student resources that occurred from the start of Nurul Jadid Vocational School until now has not experienced a very drastic decline; the decline in the number of students is not far from a stable number. So, the number of students each year is still being determined. The school always does the best way to attract the public. However, the problem so far is that employee discipline needs to be improved. Many employees often arrive late every day. So, it has an impact on the discipline of students and students. Sadly, the institution considers this

habit normal, so it is typical for employees and students to be late every day, even though an educator should be emulated.

However, the Vocational School Institution has made many improvements, one of which is that the department program, which initially only had three programs, has now become six programs, namely multimedia, TKJ, RPL, fashion design, power engineering and fisheries. This is SMK's way of continuously improving to continue attracting public interest per the Kaizen strategy. Nurul Jadid Vocational School also collaborates with related parties to train its students directly so they have quality potential and can produce products. The leadership of the Institution wants all the programs that Nurul Jadid Vocational School has or will carry out to be supported by all colleagues, including employees of the Institution, the Islamic boarding school and the community. Therefore, the products produced by Nurul Jadid Vocational School students can be directly enjoyed by the entire community, not only the Vocational School community but also the community under the auspices of the Nurul Jadid Islamic boarding school.

Nurul Jadid Vocational School is currently receiving an award, namely being the only superior private vocational school in the Probolinggo district. Several awards have been achieved. This is a factor of cooperation and support from various parties, making it easy for the Nurul Jadid Vocational School Institution to get this title. Institutional leaders are also very creative in managing the institution in terms of institutional and human resource management. Kaizen culture has been widely implemented in this institution by making continuous

improvements, the participation of all human resources and the very creative management of the institution so that many programs have been implemented effectively.

CONCLUSION

Human resources have an essential role in every institution or agency. Human resources have a significant influence on the success of educational institutions. If the human resources are of high quality, it will be easy for the institution to achieve its vision and mission. Continuous improvement is the best way to evaluate or develop educational institutions. The kaizen strategy in Japanese management, which is usually used for continuous improvement programs.

With this research, it is hoped that every educational institution can improve the quality of education. From the description written, the main focus is human resource management. In the research taken, human resource inequality occurs in institutions. The main factor that will cause this problem is due to inadequate HR quotas. Apart from that, the problem is the need for more existing school resources. This is due to a lack of employee discipline, which impacts the lack of enthusiasts.

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