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The Effect of Human Resources Management Practice on School Productivity in Private School

Paulinus Kanisius Ndoa^{✉1)}, Djam'an Satori²⁾, Endang Herawan³⁾,
Diding Nurdin⁴⁾, Sumiati⁵⁾

¹⁾ Universitas Pendidikan Indonesia, Bandung, Indonesia

E-mail: paulinus_kanisiusndoa@upi.edu

²⁾ Universitas Pendidikan Indonesia, Bandung, Indonesia

E-mail: djamansatori@yahoo.com

³⁾ Universitas Pendidikan Indonesia, Bandung, Indonesia

E-mail: endangh.upi@gmail.com

⁴⁾ Universitas Pendidikan Indonesia, Bandung, Indonesia

E-mail: didingnurdin@upi.edu

⁵⁾ Universitas Galuh, Ciamis, Indonesia

E-mail: sumiati_med@unigal.ac.id

✉ Correspondence Author

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Abstract

This paper examines the factors that contribute towards enhancing Labor productivity. The research method employed was quantitative, with it employing a survey-based methodology. The study's population comprised 126 participants including principal, teachers, and staffs in Catholic private schools under Sibolga diocese. Proportional random sampling was used to select a sample of people. A questionnaire was designed in order to collect data, with this passing the validity and reliability tests and meeting the necessary characteristics for a good instrument. Smart PLS 3.0 was employed to evaluate the gathered data. Four components to consider to be human resources management practices including human resources planning, job analysis, recruitment, and selection. The study found a positive relationship between human resources management and school productivity.

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INTRODUCTION

The management of human resources is crucial in any firm as it enables effective and efficient staff management (Tiwari & Saxena, 2012) and improve employee performance (Al-Qudah et al., 2014). Human resources have the potential to confer a durable competitive advantage through the

implementation of diverse methods. The success of a corporation is contingent upon the individuals employed within the firm. In every organizational setting, it is imperative to regard personnel as a valuable resource, as the attainment of the organization's objective can be enhanced through the cultivation and enhancement of their skills. In the absence of human resource management methods, companies consistently encounter challenges and are unable to effectively operate within a competitive society. The examination of a company's present and projected human resources is crucial in the formulation and implementation of its strategic business strategy. Human resources encompass the individuals, personnel, or workforce, both within and beyond the confines of a company, who bear the responsibility of executing the assigned tasks.

Hadji et al. (2022) reported that in the face of significant shifts in the external environment, numerous businesses are unable to sustain their operations and achieve long-term objectives without well-designed and integrated systems. The human resource performance management system is widely recognized as a crucial foundational activity within organizations. According to Mahapatro (2013) human resource management is concerned with the objective of ensuring the presence of a skilled staff to facilitate the operation of an organization's business.

Sedarmayanti (2018) described the objectives of human resource management generally vary between companies/organizations depending on the level of organizational development, including providing advice to management on human resource management policies to ensure that the organization/company has highly motivated and high performing human resources, equipped with means to deal with change; maintain and implement human resource policies and procedures to achieve organizational/company goals; overcoming crises and difficult situations in relations between employees so that there is no interference in achieving organizational goals; providing a means of communication between employees and organizational management; assisting in the development of overall organizational direction and strategy by paying attention to human resource aspects; and providing assistance and creating conditions that can assist line managers in achieving goals resulting in increased efficiency and effectiveness, increased productivity, low employee turnover rates, low absenteeism rates, high employee job satisfaction, high service quality, low complaints from customers and increased company business.

Some studies explored the ways to improve school productivity. For instance, process innovations, teacher professionalization innovations and education chain innovations are positively related to productivity (Haelermans & Blank, 2012). Nevertheless, Surur et al. (2020) described that education operational cost on the education quality had no effect on school productivity. This study explored how human resources management ways to determine the multiple dimensions of school productivity.

Thus, our objective was to show the relationship between adaptive leadership skills and teacher collaboration in an elementary school context. The research questions that guided our study were:

1. Is human resources management practice affecting teacher productivity in the private school context?
2. To what extent can the implementation of human resources management practice determine teacher productivity in the private school?

LITERATURE REVIEW

Human Resources Management Practice

The term Human Resource Management emerged in the late 1980s as an alternative to personnel management. There are many views from experts who try to articulate the concept of human resource management. Human Resource Management is a specific approach to workforce management that seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using a variety of cultures, structural and personnel techniques (Mercer et al., 2010).

Conceptually, Hasibuan (2011) described that management as the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Therefore, human resource management is the science and art of managing the process of utilizing human resources effectively and efficiently to achieve certain goals. Furthermore, according to the scope of human resource management includes: Planning, Organizing, Directing, Controlling, Procurement, Development, Compensation, Integration, Maintenance, Discipline, Termination. Human Resource Management is responsible for carefully selecting and training people to have the skills necessary to execute strategies effectively. (DeCenzo et al., 2016). There are several components related to human resource management, namely as follows:

- Human resources planning

Human Resource Planning is an analysis and identification process carried out by an organization regarding the need for human resources, so that the organization can determine the steps that must be taken to achieve its goals (Widodo, 2015). Human Resource Planning is a systematic forecasting process by connecting a company's HR needs with the company's strategy and goals. Rothwell & Kazanas (2003) suggest that Human Resource Planning focuses on analyzing an organization's HR needs when organizational conditions change, and then providing strategies to help respond to these changes proactively over time. Human resource planning helps ensure that the right number of the right types of people are available at the right time and in the right place to translate organizational plans into reality. In the educational context, educational human resource planning is the process of forecasting the need for human resources from an educational institution for the future so that steps can be taken to ensure that these needs can be met. The school leader is the important person to build the best planning (Sumiati et al., 2024).

- Job analysis

Job analysis can be interpreted as an activity to examine, study, collect, record and analyze the scope of a job systematically and systemically. (Sastrohadiwiryo, 2002). Meanwhile, according to (Kaswan, 2012) job analysis is a process of systematically collecting and analyzing information about work, which includes duties, obligations and responsibilities. Job analysis is very important in an effort to ensure the suitability of work to organizational needs and is carried out by the right party. According to (Gomes, 2012) this job analysis will produce a list of job descriptions, written statements regarding the employee's obligations and may also include qualification standards, which detail the minimum education and experience required for a worker to carry out the obligations of his position satisfactorily.

- Recruitment

Conceptually, recruitment is the process of searching for and screening human resources who are able to meet human resource needs to achieve organizational goals. Rothwell & Kazanas (2003) argued that recruitment consists of activities intended to identify sources of talent to meet organizational needs, and then attract the right number and type of employees, people for the right job at the right time and in the right place. Therefore, recruitment is very important because it is the initial process for providing human resources. In the recruitment process, human resources are collected, then proceed to take part in the selection process.

According to Arthur (2012) there are two recruitment approaches, namely a proactive approach and a reactive approach. A proactive approach means that the company has anticipated future workforce needs, for example preparing employees to fill new jobs that will be left by previous workers who are entering retirement age, providing scholarships to potential students so that they can one day become part of the company. Meanwhile, the reactive approach is a recruitment that occurs because of an urgent need that must be immediately filled by new workers.

- Selection

Selection is the process of obtaining information to evaluate and decide who will be accepted or rejected for work, under legal demands in the short and long term for the benefit of individuals and organizations. Selection is a process of determining which applicants are recruited by considering the requirements to be accepted to do the job well. Furthermore, according to Gatewood et al. (2001) selection is the process of collecting and evaluating information about individuals who receive job offers. Schuler & Jackson (2005) suggest that selection has several stages, namely: a) Determining the desired criteria. b) Select various predictors (a variety of information needed to make selection) and assessment techniques. c) Determine the right time to measure each predictor. d) Process the collected information and make selection decisions.

School Productivity

Productivity in the world of education is related to the entire process of planning, structuring and utilizing resources to realize educational goals effectively and efficiently (Mulyasa, 2007). Achieving school productivity can be seen from educational output in the form of achievement, as well as the educational process in the form of atmosphere. Achievement can be seen from equal input, large number of graduates, high quality of graduates, high relevance and from an economic perspective. Meanwhile, the process is related to the atmosphere that is visible in enthusiasm for learning and high work enthusiasm from all parties involved in the entire educational process, both teaching and educational staff and students. The expected productivity is an increase in students' knowledge and behavior in a better direction.

According to Engkoswara & Komariah (2010) in education field, productivity refers to how to use manageable inputs in the form of people, money, materials, methods in carrying out the educational process, especially in managing meaningful learning so as to achieve increased results (output). desired effectively and efficiently. Educational productivity can be measured in terms of educational efficiency and effectiveness. The effectiveness of education can be seen from the perspective of achievement, quality, economic value and educational process. Meanwhile, effectiveness can be measured by comparing the input and output of education in the form of academic achievement and the relevance of educational results to the needs of educational customers. Efficiency referred to in this context is utilizing all limited educational resources to

obtain maximum results (quality and relevant) to the needs of society. Alma Alma (2009) described that educational productivity is a measure of effectiveness in the form of even input, quality output and efficiency in the form of high enthusiasm for learning, enthusiasm for hard work, trust from various parties, as little funding as possible but with big results.

Thomas J. Allan on Supriadi (2018) stated that school productivity can be measured through three approaches, namely:

- The Administrative Production Function.

The first approach to measuring school productivity is an administrative approach. In this context, school productivity is measured in terms of administrative output which focuses on the institutional structure of leadership and management mechanisms that pay attention to customer satisfaction. So, what is assessed in this context is how good the services provided by teachers, school principals and others in the educational process. The more satisfying the service provided to educational customers (students, parents and the community), the more productive the institution will be. According to Suhardan (2010) schools as educational institutions where learning activities take place must be able to meet the satisfaction of all its citizens, especially the learning satisfaction of students. Student satisfaction is the goal of learning services at school.

- The Psychological Production Function.

School productivity can be measured in terms of behavioral output by looking at the grades obtained by students in a certain learning period. What is observed in this context is related to the extent to which schools are able to educate students to become knowledgeable individuals who are demonstrated through academic grades and also to become individuals who have good attitudes and morals in life. The focus is changes in student behavior as a result of learning. A productive school is a school that is able to change the nature, character and personality of students from bad to good.

- The Economic Production Function.

Apart from being measured from an administrative and psychological perspective, school productivity is also measured from an economic perspective. Things that are measured from an economic perspective are related to the benefits or profits obtained by students after making sacrifices of time, energy, money and others. Productive education is education that has benefits for individuals who do it in the form of abilities and skills that are relevant to their lives. Apart from that, from an economic perspective, education is said to be productive if it is able to create social benefits, that is, it has a good impact on social life. Productive education is education that is able to create social benefits as a result of the understanding of all graduates to create a quality life that benefits the environment.

METHODS

Population and sample

The data used in this research is primary data collected from trusted data sources and is a representation of the research sample. In addition, data is converted into information to solve research problems. Random sampling was employed to select principal, teachers, and staffs in Catholic private schools under Sibolga diocese which are the research population. After collecting all the questionnaires, those containing over 15% missing information or duplicate responses were excluded. Consequently, the final research sample consisted of 126 samples participated to provide data on human resources management practice and school productivity. The participation rate was

90%. To avoid common method bias, respondents were informed that their answers were anonymous.

Research Instruments

The human resources management practices instrument that was used measured four dimensions including human resources planning, job analysis, recruitment, and selection (Rothwell & Kazanas, 2003). A pilot study was employed to assess validity and reliability. The reliability test using Cronbach's Alpha in this study was $\alpha = 0.95$, indicating that the instrument was considered reliable (Taber, 2018). If the results of the respondent's response indicate that the statement or question is invalid, then the item is changed or removed from use. Research tool/questionnaire items are also updated if there are unreliable statements. After the test findings and new questionnaires are deemed valid and reliable through a change process, they are then distributed to each respondent.

Data Analysis

This research uses Structural Equation Modeling Partial Least Square (SEM-PLS) to carry out verification analysis to test the research hypothesis. As an alternative to covariance-based SEM, PLS is a variance-based regression technique. Our initial examination indicated that the data does not meet the criteria for normalcy. Therefore, the Structural Equation Modeling (SEM) Partial Least Squares (PLS) approach is deemed more suitable compared to the Covariance-Based SEM (CB SEM) method, as stated by (Hair Jr et al., 2017). The process of structural equation modeling (SEM) involved two fundamental processes, which were executed using Smart PLS 3.0. Initially, we assessed the measurement model using assessments of validity and reliability. Subsequently, we scrutinized the data to evaluate the postulated hypothesis.

RESULT AND DISCUSSION

The application of structural equation modeling (SEM) in combination with Smart-PLS is utilized for the analysis of survey data. The first step in assessing measurement models is convergent validity, which is evaluated by examining the outer loadings of the indicators to determine the average variance extracted (AVE) from each construct. Hair et al. (2019) suggested the outer loadings should exceed 0.708, and the rule of thumb for adequate convergence is an AVE > 0.50 .

Table 1 presents loading factors that are more than 0.708 and AVEs that are more than 0.5. Cronbach's alpha is a measure of the reliability (or consistency) of the data. Table 1 shows that the values of the Cronbach alpha of all variables are higher than 0.7, which fulfills the cutoff suggestion (Hair Jr et al., 2017). These results describe that our measurement model exhibit good internal consistency.

Tabel 1 Results of the Measurement Model Assessment

Variable	Indicators	Loading	α	CR	AVE
Human Resources Management			0.965	0.967	0.905
	Human resources planning	0.922			
	Job analysis	0.972			
	Recruitment	0.963			

	Selection	0.949			
School			0.958	0.959	0.923
Productivity	APF	0.954			
	PPF	0.977			
	EPF	0.951			

Notes:

APF= The Administrative Production Function

PPF=The Psychological Production Function

EPF=The Economic Production Function

Discriminant validity denotes that a construct is empirically unique from the other constructs in the SEM. Based on our analysis, it can be concluded that none of our measurement constructs violate the Fornel Lacker criterion, and furthermore, all constructs satisfy the Fornel Lacker inference test. Therefore, we may infer that there is sufficient evidence to support the presence of discriminant validity.

Table 2 Discriminant Validity (Cross Loading)

	HRM	SP
Human resources planning	0.922	0.757
Job analysis	0.972	0.82
Recruitment	0.963	0.803
Selection	0.949	0.833
The Administrative Production Function.	0.839	0.954
The Psychologist's Production Function.	0.796	0.977
The Economist's Production Function.	0.799	0.951

The table above shows the correlation between each indicator and its construct. Based on the table above, it can be concluded that each indicator has a higher correlation with its construct, compared to other constructs. Thus, it is concluded that all indicators have good discriminant validity. After measurement models were fitted, structural models were assessed by running a bootstrapping procedure. The results of hypothesis testing indicate human resources management has a significant and positive relationship to school productivity $\beta = 0.836$, $p = 0.00$). this finding showed that the best practices of human resources management including each dimension could be determined school to get the best productivity including administrative, psychological, and economic productivity.

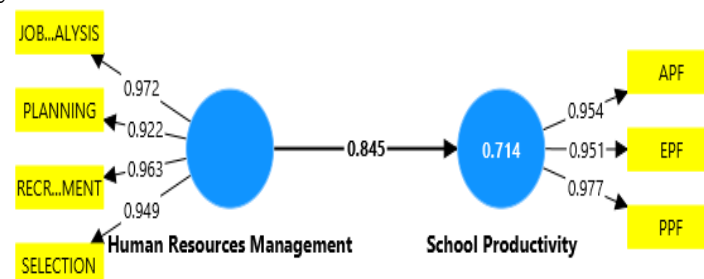


Figure 1. Result of the model test

Empirical finding described the benefit of human resources management to determine the school productivity in private school. this finding is in line with previous study Okoye, Okoye & Ezejiofor (2013) that revealed the human resources development is very vital to any organization because qualified staff in the company under study brings about increase in productivity. This means that human resources employed in any organization whether profit or non-profit oriented, small or large scale should be able to manipulate other resources of the company to see to their full efficient utilization so that productivity will positively affected organization productivity as well as study from Zebua & Chakim (2023) in school context. This study in line also with Pirzada et al. (2013) that revealed Through effective implementation of HRM practices could be impacted organization productivity because high rate of absenteeism can be controlled and minimized. However, Pasaribu (2015) reported that empirically human resources management has significant impact on organization productivity, it seems lower than how the leader impact through the leadership.

The empirical finding of this research revealed also about the dimension of job analysis and selection are the best dimension in order to build human resources management to influence school productivity. Recruitment is the most important function of human resources for the success and survival of an organization (Taylor & Collins, 2000). Recruitment is a series of activities carried out in a planned manner, in order to obtain prospective employees, meet the requirements required by a particular position required by an organization. Recruitment must be carefully considered because it will have an impact on the selection and performance of both employees and the organization.

The views on selection expressed above show how important it is that selection is carried out through a system and mechanism as well as careful arrangement. Because selection decisions are an important part of successful human resources management (Mathis et al., 2017). Thus, before carrying out selection activities several questions will arise such as; who will carry out the selection, what procedures and approaches will be used, what obstacles will be faced and other things that can influence it. This means that the requirements and assessments in the recruitment and selection of school principals must be viewed from various aspects and carried out objectively.

Empirical result also described that job analysis is the important aspect of human resources management regarding to improve school productivity (Siddique, 2004). Strategic job analysis is an essential step in the evolution of traditional job analysis so that it can meaningfully address the emerging needs of contemporary organizations and the need for organizations to provide considerable flexibility in their job analysis to accommodate rapid changes in today's workplace (Singh, 2008).

CONCLUSIONS

The results of research and data analysis that has been described, it can be concluded that there is significant influence between human resources management practices on school productivity in Catholic private schools under Sibolga diocese context. Then, implementation of human resources management practices includes components of human resources planning, job analysis, recruitment, and selection have benefits to improve school productivity including administrative, psychological and economic production function. Cultivating competitive advantage through organization policy of job analysis is evidently proved. Thus, the job analysis is the great key in human resources management especially to improve organization productivity.

This study has several limitations, namely that although there was an effort to collect a fairly representative sample of the population, it is important to realize that the sample obtained may still not fully reflect the diversity of teachers in Indonesia because the sample came from a private Catholic school. Therefore, it is recommended that future research include teachers from a wider variety of schools to ensure a more comprehensive representation.

CONFLICTS OF INTEREST STATEMENT

The authors declare no conflicts of interest regarding this manuscript.

AUTHOR CONTRIBUTIONS

Conceptualization: P.K.N; Methodology: D.S; Software: S.S; Validation: P.K.N; Resources: E.H; Writing—Original Draft Preparation: P.K.N; Writing—Review and Editing: S.S.

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