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MAPPING IDEA & LITERATURE FORMAT

Human Resource Management in Education: Optimizing Teacher Performance for Better Learning Outcomes

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Abstract: Education serves as the cornerstone of national development, and the quality of teaching plays a pivotal role in shaping an exceptional generation. In the dynamic landscape of education, characterized by global shifts and technological advancements, the challenges faced by the sector transcend traditional boundaries. Teachers, as primary conveyors of knowledge, skills, and values, stand at the forefront of this evolving landscape, necessitating optimal performance and adaptability. The attainment of quality education relies on a nuanced understanding and the strategic implementation of Human Resource Management (HRM) practices within the education sector. HRM in education is not confined to mere administrative tasks but represents a strategic imperative that shapes the overall learning experience. From recruitment to professional development, HRM plays a crucial role in equipping educators to meet the evolving demands of the educational landscape. The dynamic interplay between global shifts, the evolving roles of educators, and the imperative for optimal performance underscores the pressing need for a sophisticated approach to HRM in education. This study explores innovative strategies to optimize teacher performance and address unique challenges within education. HR practices, encompassing recruitment, professional development, compensation, and performance management, emerge as essential components for enhancing student outcomes. The effectiveness of HRM strategies is intricately linked to factors such as leadership, organizational culture, and the broader social, political, and economic contexts. An effective HRM system recognizes the dynamic role of teachers, empowering them with current knowledge and skills. The synergy between HRM practices and the quality of human resources acknowledges teachers as dynamic contributors to the learning process. Innovative HRM strategies in education encompass the utilization of technology, personalized professional development, and the promotion of an inclusive work culture. Challenges, ranging from resource shortages to curriculum changes and social factors influencing teacher performance, are thoughtfully addressed. The intricate relationship between HRM and student learning outcomes is investigated, with the aim of achieving alignment between teacher performance and student achievement. The narrative envisions a future where HRM serves as a driving force for educational excellence, fostering an environment that supports growth, innovation, and the quality of learning.

Keywords: Education, Human Resource Management (HRM), Teacher Performance, Learning Outcomes, Professional Development

JEL Classification Code: I21, M12, O32

1. INTRODUCTION

Education stands as a cornerstone in the development of a nation, with the quality of teaching in schools playing a pivotal role in shaping an outstanding generation. Intricacies and urgency of human resource management (HRM) practices within the education sector to achieve superior learning outcomes. In the dynamic landscape of education, marked by unprecedented global shifts and technological advancements, the challenges faced by the sector have transcended the conventional

boundaries. The complexities arising from these transformations necessitate a comprehensive examination of the educational system. As the primary conduits for imparting knowledge, skills, and values to the younger generation, teachers find themselves at the forefront of this evolving landscape. Their pivotal role extends beyond the traditional boundaries of the classroom, making it imperative for them to not only adapt to change but also to exhibit optimal performance.

The goals of achieving quality education, now more than ever, hinge on the ability of educators to navigate these challenges effectively. Consequently, a nuanced understanding of Human Resource Management (HRM) practices within the education sector becomes imperative. HRM, in this context, is not merely a bureaucratic function but a strategic imperative that shapes the quality of the learning experience. From recruitment and professional development to performance evaluations, HRM plays a vital role in ensuring that educators are well-equipped to meet the demands of a rapidly evolving educational landscape. In essence, the intricate interplay between global shifts, the evolving role of educators, and the imperative for optimal teacher performance underscores the critical need for a sophisticated and forward-thinking approach to HRM in education. This approach not only acknowledges the challenges posed by the current educational landscape but also positions educators as dynamic agents of change, poised to inspire, and shape the future generation amidst the complexities of the 21st century.

In the complex realm of modern education, Human Resource Management (HRM) stands as a linchpin, playing a crucial role in steering the sector toward excellence. This segment of our exploration will delve into innovative strategies designed to elevate teacher performance and address unique challenges within the educational domain. Additionally, we will scrutinize the intricate dynamics shaping the relationship between HRM practices and student learning outcomes, with the goal of creating an environment that stimulates high-quality education. Human Resource Management (HRM) plays a crucial role in optimizing teacher performance for better learning outcomes. The importance of HRM in improving the quality of teacher learning and competence, respectively. This is achieved through various HR practices such as recruitment, selection, induction, mentoring, professional development, compensation, performance management, and instructional leadership (Olaleye & Oluremi, 2013). The implementation of HRM in schools can lead to increased student outcomes through the involvement, empowerment, and motivation of teachers (Runhaar, 2017). However, the success of HRM strategies in education is influenced by various factors, including leadership, culture, and the broader social, political, and economic contexts (Mercer et al., 2010). Jyoti et al., (2020) further underscores the positive impact of specific HR practices, such as training and development, performance management, performance appraisal, and empowerment, on teachers' performance. Despite the challenges, effective HRM strategies can help maintain teacher performance and motivation (Nurjaman, 2023).

In the complex realm of modern education, Human Resource Management (HRM) stands as a linchpin, playing a crucial role in steering the sector toward excellence. This segment of our exploration will delve into innovative strategies designed to elevate teacher performance and address unique challenges within the educational domain. Additionally, we will scrutinize the intricate dynamics shaping the relationship between HRM practices and student learning outcomes, with the ultimate goal of creating an environment that stimulates high-quality education. Firstly, a profound understanding of the significance of HRM in the context of modern education is paramount. HRM extends beyond administrative functions; it is a strategic compass guiding the trajectory of educational institutions. The pillars of an effective HRM system include meticulous teacher recruitment and selection processes, ongoing professional development initiatives, and fair performance evaluations. These components form a cohesive framework that nurtures a culture of continuous improvement among educators. In an era marked by technological advancements and paradigm shifts in education, the role of teachers has evolved into that of dynamic facilitators. Thus, an effective HRM system acknowledges the imperative of empowering educators with current knowledge and relevant skills, positioning institutions as leaders in fostering a cadre of educators equipped to meet the demands of the future. The nexus between HRM practices and the quality of human resources in education is underscored by the recognition that teachers are dynamic contributors to the learning process. A proactive HRM strategy serves as the key to unlock the full potential of educators, ensuring they remain

at the forefront of pedagogical advancements and adept at cultivating critical thinking and problem-solving skills among students. As we traverse this exploration, it becomes increasingly evident that HRM in education is a multifaceted endeavor, serving as a dynamic force for optimizing teacher performance and fostering a learning environment where students can thrive. Our journey will continue to unravel the layers of innovative strategies that not only address the challenges inherent in education but also pave the way for a future where HRM is a driving force for educational excellence.

Next, we will explore various innovative strategies in HRM that can be implemented in educational institutions. The utilization of technology, personalized professional development programs, and the promotion of an inclusive work culture are crucial aspects to consider. Implementing these strategies will not only enhance teacher competence but also cultivate a work environment supportive of growth and innovation. However, it is essential to acknowledge that unique challenges arise within the context of education. In this narrative, we will delve into these constraints, including resource shortages, curriculum changes, and social factors influencing teacher performance. How HRM can respond to and overcome these challenges will be a critical focus in achieving optimal learning outcomes. We will also investigate the intricate relationship between HRM and student learning outcomes. By understanding the factors influencing both, we can identify the best strategies to achieve alignment between teacher performance and student achievement. Holistic performance measurements and the development of relevant metrics will be vital steps in building a positive relationship between HRM and learning outcomes. Throughout this narrative is not solely about efficiently managing human resources but also about creating an environment that supports growth, innovation, and the quality of learning. Through a profound understanding of these dynamics, we can unlock the door to a brighter future for education, where teachers become change agents leading the next generation towards progress and success.

2. LITERATURE REVIEW PROCEDURE

In the dynamic landscape of education, the spotlight is increasingly turning towards Human Resource Management (HRM) as a catalyst for achieving excellence in teaching and, subsequently, better learning outcomes. This literature review embarks on a comprehensive exploration of the nuanced relationship between HRM practices in education and the optimization of teacher performance. Through an in-depth examination of recruitment, professional development, performance appraisal, and workplace culture, we uncover the critical elements that contribute to the enhancement of the overall educational experience. At the core of HRM's impact on teacher performance lies the strategic process of recruitment and selection. This phase is not merely a bureaucratic procedure but forms the bedrock for cultivating a cadre of educators committed to the institution's ethos and educational goals. Beyond academic qualifications, the focus shifts towards identifying candidates with a genuine passion for teaching and a resonance with the institution's values. The significance of this meticulous approach is underscored by its role in laying the foundation for an environment conducive to effective learning. However, the journey toward optimizing teacher performance does not conclude with recruitment; it extends beyond into the realm of professional development. Robust and tailored programs become essential in nurturing continuous growth among educators. Modern pedagogical approaches, technology integration, and strategies for diverse learning styles become integral components of such initiatives. The objective is not just to equip teachers with necessary skills but also to instill a sense of motivation and dedication to ongoing improvement.

A parallel track in the optimization of teacher performance is the implementation of fair and constructive performance appraisal systems. Beyond routine evaluations, these assessments provide teachers with valuable feedback on their strengths and areas for improvement. A transparent and collaborative appraisal process fosters a culture of accountability, encouraging educators to reflect on their teaching methods. The benefits of this approach extend beyond individual development; it enables school administrators to identify areas for support and tailor professional development initiatives accordingly. The result is a constructive feedback loop, creating an environment where continuous improvement is not just encouraged but becomes a shared goal among educators.

The cornerstone of optimizing teacher performance is the creation of a positive workplace culture. A supportive and collaborative environment is not a mere perk but a necessity for enhancing job satisfaction and, consequently, retaining talented educators. HRM practices that prioritize work-life balance, recognize achievements, and encourage open communication are pivotal in fostering a sense of belonging among teachers. A content and motivated teaching staff, in turn, directly correlates with improved learning outcomes for students. It is within this positive culture that the contributions of teachers are not just acknowledged but deeply valued within the organizational framework. However, the road to optimizing teacher performance through HRM is not without its challenges. Budget constraints, resistance to change, and varying levels of institutional commitment can pose hurdles to the implementation of comprehensive HRM practices. Yet, these challenges are not roadblocks; they are opportunities for innovation and creative problem-solving. Embracing technology, fostering a culture of adaptability, and engaging in collaborative partnerships can mitigate these challenges, paving the way for sustainable improvements in teacher performance and student learning outcomes.

In conclusion, the optimization of teacher performance through Human Resource Management is a dynamic and influential process in the realm of education. By strategically focusing on recruitment and selection, professional development, performance appraisal, and fostering a positive workplace culture, educational institutions can create an environment where educators not only survive but thrive. The challenges inherent in this endeavor are not insurmountable barriers but rather opportunities for growth and innovation. As we navigate the future of education, the role of HRM remains pivotal, ensuring an environment where educators excel, leading to enhanced educational experiences, and ultimately, better learning outcomes for students.

The literature review provides a comprehensive examination of various studies focused on Human Resource Management (HRM) within the realm of education, specifically aiming to optimize teacher performance for improved learning outcomes. The following narrative encapsulates the key themes, findings, and state-of-the-art perspectives from each study. Commencing with Subaidi et al.'s (2021) study, the implementation of HRM emerges as a critical factor in enhancing the quality of teacher learning. The research sheds light on the practical application of HRM, emphasizing aspects such as human resource planning, procurement, performance assessment, training, and fostering effective work relationships. Subsequently, this study unveils the novel focus on specific HRM techniques geared towards improving teacher learning, with tangible results manifested in the completeness and quality of teaching tools. Moving forward, Heneman and Milanowski (2004) highlight the paramount importance of aligning HR practices with teacher performance competency models. Their study introduces a framework that not only diagnoses teacher quality improvement efforts but also establishes empirical links between teacher competency and student achievement. This paper contributes to the literature by emphasizing the strategic alignment of HR practices with specific competency models, thereby enhancing the overall quality of teaching. Early childhood education, underscoring the significance of effective HR planning, training, and development in improving teacher competence and quality. The study delves into the challenges faced in this context, emphasizing the role of HRM in addressing these issues and enhancing teacher effectiveness. The unique contribution lies in the emphasis on evaluating the effectiveness of training and development in the dynamic field of early childhood education.

Runhaar (2017) contributes to the literature by proposing a conceptual framework for designing HRM systems that encompass ability-, motivation-, and opportunity-enhancing practices. This conceptualization aims to increase student outcomes through the empowerment and motivation of teachers. The study identifies a gap in empirical attention to bundling various HRM practices into a comprehensive system, thereby advancing the understanding of HRM's potential impact on positive teacher and student outcomes. Harahap et al.'s (2020) study offers a specific focus on human resource development programs within schools and their impact on teacher performance. The research outlines strategies to enhance teacher effectiveness and efficiency, placing particular emphasis on delegating responsibilities to educators and recommending further studies. This study's unique perspective lies in its specific focus on the human resource development program's impact on teacher performance, offering practical strategies for school improvement. Mercer et al. (2010) engage in a debate surrounding the effectiveness of HRM policies in addressing the challenges posed by the global reform

agenda in education. This study delves into the intricate relationship between leadership, classroom outcomes, and the influence of social, political, and economic factors on performance. The unique contribution of this paper is its exploration of the influence of HRM policies within the broader context of the global reform agenda.

Jyoti et al. (2020) employ HR analytics to investigate the impact of specific HR practices on teachers' performance in rural schools in Jammu and Kashmir. Their study reveals that specific HR practices positively influence teachers' performance and holds significant benefits for teachers, school administrations, and researchers. The contribution of this study lies in its methodological approach, employing HR analytics to explore the nuanced impact of HR practices on teachers' performance in a specific regional context. Nurjaman (2023) provides an analysis of effective HRM strategies for maintaining educational performance and motivation, emphasizing the creation of an encouraging atmosphere for high-performance instructors. This study identifies obstacles in implementing these strategies and underscores the importance of external factors influencing teacher performance and motivation. The unique contribution is the in-depth analysis of the challenges faced in executing efficient plans for HRM and the emphasis on creating a supportive environment for high-performance educators. Rafiei and Davari's (2015) study assesses the influence of structured workshops on teaching skills, emphasizing HRM objectives and the significant improvement in effective teaching and rules and regulations after holding workshops for teachers. The research provides clear evidence of the impact of workshops on enhancing teaching skills and awareness of effective teaching components. The unique contribution of this study lies in its empirical evaluation of the influence of structured workshops on teachers' knowledge and skills.

Butcher and Kritsonis (2007) offer a broad overview of HRM responsibilities and goals in educational administration, emphasizing the importance of selecting effective school administrators. Although the study does not provide specific research findings, it contributes to the literature by emphasizing the crucial role of effective administrators in maintaining a nurturing environment for teachers. McCrea and Ehrich (1996) present a case of developing a specialized HRM elective for educators, underscoring the link between management literature and education. The study emphasizes the application of adult learning principles in teaching HRM, thereby contributing to the literature by promoting the necessity of HRM studies in postgraduate education courses. Patrick and Sebastian's (2012) study explore the relationship between HRM practices and organizational commitment among faculty in higher education. The findings indicate high affective commitment among faculty, shedding light on the specific HR practices influencing organizational commitment. The study's unique contribution lies in its focus on the nuanced relationship between HRM practices and commitment within the context of higher education institutions.

Sholeh et al. (2021) introduce the concept of HRM in improving teacher quality in Indonesian Islamic primary educational institutions. Their study outlines the importance of HRM, involving ten informants in the research, and discusses the process of HRM through planning, training, and evaluation strategies. The unique contribution lies in the introduction and application of HRM concepts to improve the quality of teachers in an Islamic elementary school in Indonesia. Saxena (2018) investigates strategic actions implemented by Human Resources Leaders from urban school districts to improve teacher and leader quality, particularly in recruiting and retaining effective educators in disadvantaged school districts. The study provides insights into the strategic actions and their impact on teacher and leader quality, contributing to the literature by addressing challenges faced by urban school districts serving disadvantaged students. Finally, Çobanoğlu et al.'s (2018) study delves into the perspectives of teachers regarding HRM practices in the Turkish National Education system. The study highlights the need for extensive pre-service and in-service education, need analysis for teacher selection and appointment, and fairness in payment, rewarding, and discipline functions. The unique contribution lies in its focus on teachers' perspectives, historical development, and the differences between theory and practice in managing human resources within the Turkish Educational System.

Based on table 1, in a study conducted by R. Alami et al. in 2015, the effectiveness of HRM in improving the performance of education staff was explored. The findings revealed a significant impact of HRM on organizational effectiveness at the 1% alpha level. The study emphasized the various indicators of organizational management affecting the effectiveness of education staff, using a

researcher-made questionnaire for analysis. Arief Tukiman Hendrawijaya (2020) delved into the relationship between HRM practices and students' academic achievement. The study identified organizational culture, leadership style, work ethic, and work commitment as significant factors positively influencing both teacher's performance and students' academic outcomes. Notably, the research highlighted the mediating role of teacher's performance in this relationship, providing a comprehensive analysis of these interconnections. R. Seifert's practical guide in 1996 focused on the main HRM issues confronting school managers, covering aspects like recruitment, training, employee relations, and redundancy. The novelty of this study lies in its practical approach to addressing HRM challenges specific to school management. HRM practices in university initial teacher education, emphasizing the traditional HRM approach's imperative role in the evolving landscape. The research highlighted concerns related to the casualization of academic staff and challenges in adapting the traditional HRM approach within the changing teacher education environment. Ojebiyi O.A and A. Amos (2013) underscored the importance of HRM in the educational sector, emphasizing the government's role in sponsoring staff for in-service training. The study's novelty lies in its emphasis on evolving staff management needs, the importance of a customer service and performance-oriented culture, and government support for staff development. David Warner and Elaine Crosthwaite's 1995 work posited HRM in education as essential for better learning outcomes. Unfortunately, the specific state of the art was not detailed in the available information.

Natalya V. Belinova et al. (2021) explored the development of HRM systems in kindergartens, highlighting the importance of strategic management and information components in teachers' professional development. The study emphasized a systematic, progressive, and qualitative change in teachers' personalities, making it novel in its approach. Bahdin Nur Tanjung's 2020 study emphasized the significant role of HRM in education, underscoring its importance in achieving organizational goals and addressing national competitiveness issues. The study's novelty lies in its emphasis on HRM as a crucial aspect of educational institutions. J. Grieves and Patrick Hanafin (2005) discussed the challenges in school governance, particularly in teacher recruitment and retention. The paper suggested structured panel interviews as best practice, raising concerns about the delegation of HR practices.

Rita Pusvitasari's 2021 study focused on HRM techniques to improve education quality at a specific high school, with an emphasis on planning and analyzing human resource needs. The novelty lies in its application of HRM to a particular educational context. Elvina Rahmi et al. (2020) explored HRM practices in increasing the quality of Islamic education institutions, emphasizing on-the-job training for teachers and employees. The study's novelty lies in its focus on strategic HRM in the context of globalization and technological advancements. S. Waseem et al. (2013) investigated the impact of HRM practices on teachers' performance in private schools in Karachi, Pakistan. The study proposed a mediation model involving monitoring, contributing to the under-researched nature of HRM practices in the Pakistani context. B. Baso et al.'s (2018) study focused on human resource management challenges in an Indonesian Islamic educational institution, emphasizing the need for result-oriented HR functions to improve quality. D. Middlewood and J. Lumby's 1999 paper provided an overview of HRM importance in education, detailing its management implications and key application areas. Paula Kwan's 2009 study in Hong Kong explored HR practices in schools, particularly training and development and working conditions. The research attempted to link various HR elements, providing a general picture of HR practices from the perspective of beginning teachers.

In summary, these studies collectively contribute to understanding the multifaceted aspects of HRM in education, highlighting its significance, challenges, and potential impact on teacher performance and learning outcomes. Each study brings a unique perspective, contributing to the ongoing discourse on optimizing HRM for educational effectiveness. The literature review reveals a diverse range of perspectives on HRM in education, showcasing the multifaceted impact of HR practices on teacher performance and, subsequently, student outcomes. The studies emphasize the need for effective planning, training, development, and evaluation within the HRM framework to enhance the quality of education. The unique contributions of each study lie in their specific focus, methodologies, and the novel insights they bring to the field of HRM in education.

3. Conclusion and Proposition



Based on the interpretation and narration of the previously discussed in table 1, several hypotheses can be formulated as follows:

Hypothesis 1: The comprehensive implementation of HRM practices significantly enhances the quality of teaching and learning tools, positively influencing overall teacher performance.

Hypothesis 2: Aligning HR practices with teacher performance competency models contributes significantly to teaching quality, establishing a direct empirical link between teacher competency and student achievement.

Hypothesis 3: Effective HR planning, training, and development in early childhood education positively impact teacher competence and quality, addressing challenges specific to this context and emphasizing the importance of evaluating training effectiveness.

Hypothesis 4: Implementing systematic HRM systems that enhance ability, motivation, and opportunity significantly empowers teachers, motivating them and positively influencing student outcomes.

Hypothesis 5: Best practices in school governance, including structured panel interviews, significantly impact teacher recruitment and retention, emphasizing the crucial role of effective administrators in creating a supportive environment for teachers.

These five hypotheses provide a concise yet comprehensive framework for further empirical research on the multifaceted impact of HRM in education, focusing on teacher performance and learning outcomes.

Table 1: Mapping Literature

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
The Implementation of Human Resource Management in Improving the Quality of Teacher's Learning	Subaidi Subaidi, S. Sudarmaji, Moh Nasuka, M. Munasir	2021	Human resource management improves the quality of teacher learning.	The main findings are the application of human resource management in improving the quality of teacher learning and the evidence of improvement in the quality of teacher learning through the completeness and quality of teaching tools.	The "state of the art" in Subaidi Subaidi, S. Sudarmaji, Moh Nasuka, M. Munasir (2021) is the application of human resource management in improving the quality of teacher learning, including various aspects such as planning for human resource needs, procurement of human resources, assessment of work performance, training and development, and fostering effective work relationships. Supporting factors and the evidence of improvement in teacher learning quality are also discussed.	The novelty in Subaidi Subaidi, S. Sudarmaji, Moh Nasuka, M. Munasir (2021) lies in its specific focus on the application of human resource management techniques to improve the quality of teacher learning, including planning for human resource needs, procurement of human resources, assessment of work performance, training and development, and fostering effective work relationships. It also highlights the supporting factors and the tangible results of this approach in terms of the completeness and quality of teaching tools.
Alignment of Human Resource Practices and Teacher Performance Competency	Herbert G. Heneman III, Anthony T. Milanowski	2004	HR alignment analysis is important for diagnosing districts' teacher quality improvement efforts.	HR management practices are important for improving student achievement in an accountability environment. There is a framework for aligning educational HR management practices to a teacher performance competency model, which is then aligned with student achievement goals. Empirical	The "state of the art" in Herbert G. Heneman III, Anthony T. Milanowski (2004) is the importance of HR management practices in improving student achievement, the framework for aligning educational HR management practices to a teacher performance competency model, and the	The novelty in this paper lies in its focus on aligning HR management practices with teacher performance competency models and student achievement goals, as well as its empirical evaluation of this alignment in specific districts. It also emphasizes the importance of HR alignment

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
				links between teacher competency and student achievement were shown in Cincinnati and Washoe County.	identification of various HR practices that could be aligned to improve student achievement. The paper also discusses empirical links between teacher competency and student achievement in specific districts and emphasizes the significance of HR alignment analysis for diagnosing teacher quality improvement efforts.	analysis for diagnosing teacher quality improvement efforts.
How can schools and teachers benefit from human resources management? Conceptualising HRM from content and process perspectives	P. Runhaar	2017	HRM systems should comprise ability-, motivation-, and opportunity-enhancing HRM practices.	HRM has the potential to increase student outcomes through increased involvement, empowerment, and motivation of teachers. Little empirical attention is paid to bundling different HRM practices into a comprehensive HRM system and how to best implement HRM for positive teacher and student outcomes. HRM systems should comprise ability-, motivation-, and opportunity-enhancing HRM practices, and when teachers perceive HRM as distinctive and consistent,	The "state of the art" in P. Runhaar (2017) is the potential of HRM in increasing student outcomes, the lack of empirical attention to bundling different HRM practices into a comprehensive HRM system, the argument for including ability-, motivation-, and opportunity-enhancing practices in HRM systems, and the importance of teachers' perception of HRM for enhancing performance.	The novelty in P. Runhaar (2017) lies in proposing a conceptual framework for designing HRM systems that comprise ability-, motivation-, and opportunity-enhancing HRM practices, and emphasizing the importance of teachers' perception of HRM for enhancing performance. Additionally, the paper introduces a novel approach by combining insights from educational studies with HRM theories.

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
				and if they perceive consensus, this will enhance teachers' and schools' performance.		
Concept of Human Resources Development to Improve Teacher Performance: Multi-Case Study	M. Harahap, M. Roesminingsih, Mudjito Mudjito	2020	The concept of the human resource development program carried out by these schools to improve the quality of teacher performance.	<p>The main findings are:</p> <ul style="list-style-type: none"> - The human resource development program aims to increase the abilities, skills, attitudes, and responsibilities of educators to be more effective and efficient. - The program focuses on optimizing human resource development by delegating to educators and striving to improve education quality by recommending educators to take further studies to a higher level. 	The paper does not provide a comprehensive review of the current state of the art in human resource development. It focuses on the concept and strategies for improving teacher performance in schools.	The novelty in M. Harahap, M. Roesminingsih, Mudjito Mudjito (2020) lies in its specific focus on the human resource development program in schools and its impact on teacher performance, including the strategies employed to enhance teacher effectiveness and efficiency. The emphasis on delegating responsibilities to educators and recommending further studies for educators also adds a unique perspective to the concept of human resource development in the context of school improvement.
Human Resource Management in Education: Contexts, Themes and Impact	Justine Mercer, B. Barker, R. Bird	2010	Effective human resource management policies can enable schools and colleges to transcend the paradoxes of the global reform agenda.	-	The "state of the art" in Justine Mercer, B. Barker, R. Bird (2010) revolves around the debate on the effectiveness of human resource management policies in addressing the challenges posed by the global reform agenda in education. It	-

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
					also delves into the relationship between leadership, classroom outcomes, and the influence of social, political, and economic factors on performance.	
Assessing the Impact of Human Resource Management Practices on Teachers' Performance through HR Analytics	Jeevan Jyoti, Poonam Sharma, Asha Rani	2020	Training and development, performance management, performance appraisal, and empowerment positively affect teachers' performance.	The main findings of the study are that HR practices positively affect teachers' performance, the study aimed to investigate the impact of HR practices on teachers' performance in rural schools, and it suggests evaluating students' academic performance and schools' performance in future research.	The "state of the art" in Jeevan Jyoti, Poonam Sharma, Asha Rani (2020) is the investigation of the impact of human resource management practices on teachers' performance in rural schools of Jammu and Kashmir. The study found that specific HR practices positively affect teachers' performance and is considered highly beneficial for teachers, school administrations, and researchers for guidelines and policy implementations.	The novelty in Jeevan Jyoti, Poonam Sharma, Asha Rani (2020) lies in its investigation of the impact of specific human resource management practices on teachers' performance in rural schools of Jammu and Kashmir through HR analytics, and its emphasis on the potential benefits for teachers, school administrations, and researchers.
Maintaining Teacher Performance and Motivation: Challenges and Strategies for Human Resource Management in the Education Sector	K. Nurjaman	2023	Efficient human resource management strategies in the process of maintaining educational performance and motivation are essential and difficult to execute effectively.	Efficient human resource management strategies are essential but challenging to implement due to various obstacles. Educational institutions need to create an encouraging atmosphere for	The "state of the art" in K. Nurjaman (2023) is an analysis of effective human resource management strategies for maintaining educational performance and motivation, as well as the identification of obstacles faced in	-

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
				high-performance instructors.	implementing these strategies. The paper emphasizes the importance of creating an atmosphere that encourages, motivates, and maintains high-performance instructors when executing efficient plans for human resource management. It also highlights the influence of external factors on teacher performance and motivation.	
The Role of Human Resources Management on Enhancing the Teaching Skills of Faculty Members	N. Rafiei, F. Davari	2015	The knowledge of laws and regulations and effective teaching index before and after the workshop on four indicators are significant before and after the workshop on indicators: evaluation of students, teaching methods, planning, behavioral patterns and rules and regulations PNU before and after the workshop on indicators: evaluation of students, teaching methods, planning, behavioral patterns and rules and regulations PNU before and after the workshop on indicators: evaluation of students,	The main findings of the study include a significant increase in awareness of the components of effective teaching and rules and regulations among the teachers after the workshop, as indicated by changes in descriptive statistics. The results highlight the positive impact of targeted workshops and education experts on improving the knowledge and skills of teachers in these areas.	The state of the art in N. Rafiei, F. Davari (2015) emphasizes the assessment of the influence of structured workshops on teaching skills and knowledge, the importance of human resource management objectives, the aim of training for administrative staff, the significance of primary education before work, and the significant improvement in effective teaching and rules and regulations after holding workshops for teachers.	The novelty in N. Rafiei, F. Davari (2015) lies in its emphasis on assessing the influence of structured workshops by resource management on teaching skills, as well as its discussion of the significant differences in human resource management and training between public and private universities in Nigeria, and the relationship between educational planning and labor productivity in Tehran. The paper also presents evidence of the clear impact of workshops on effective teaching and rules and regulations.

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
			teaching methods, planning, behavioral patterns and			
Human Resource Management: Managerial Efficacy in Recruiting and Retaining Teachers-- National Implications.	Jennifer T. Butcher, W. Kritsonis	2007	The selection of an effective school administrator is crucial in maintaining a nurturing and supportive environment for teachers.	The paper does not provide specific research findings or conclusions. It primarily offers a broad overview of the responsibilities and goals of Human Resource Management in the context of educational administration.	The paper discusses the role and functions of Human Resource Management, including recruitment, personnel development, employee retention, compensation, benefits, employee/labor relations, health, safety, and security issues. It also emphasizes the importance of selecting effective school administrators in the educational arena. However, it does not explicitly mention the "state of the art" in Human Resource Management.	-
Teaching and Learning about Managing People: human resource management for education settings - a Queensland case	N. McCrea, L. Ehrich	1996	A human resource management elective is part of a graduate diploma offered within the Faculty of Education at Queensland University of Technology.	-	The paper discusses the link between management literature and education, argues for the necessity of HRM studies in postgraduate education courses, describes the development of a HRM elective for educators, discusses adult learning principles, and examines lessons learned from teaching the unit.	The novelty in N. McCrea, L. Ehrich (1996) lies in the development of a specialized HRM elective for educators in various education settings, emphasizing the linkages between management literature and education, and the application of adult learning principles in teaching HRM.

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
Human resource management in education	C. Riches, C. Morgan	1989	Human resource management in education leadership and motivation communication and negotiation selection, appraisal and development.	-	-	-
Human Resource Management In Improving The Quality Of Teachers In Indonesian Islamic Primary Education Institutions	Makherus Sholeh, Raihanatul Jannah, K. Khairunnisa, Nur Kholis, Ghada Tosson	2021	Human resource management has an important role in determining the quality of teachers in Islamic primary educational institutions.	The main findings of the paper are the importance of HRM in improving teacher quality at an Islamic elementary school in Indonesia, the involvement of ten informants in the research, and the process of human resource management in improving teacher quality through planning, training, and evaluation.	The "state of the art" in Makherus Sholeh, Raihanatul Jannah, K. Khairunnisa, Nur Kholis, Ghada Tosson (2021) is the concept of HRM in improving the quality of teachers at an Islamic elementary school in Indonesia. The study involves ten informants and discusses the process of human resource management in improving teacher quality through planning, training, and evaluation strategies.	The novelty in Makherus Sholeh, Raihanatul Jannah, K. Khairunnisa, Nur Kholis (2021) is the introduction and application of human resource management concepts to improve the quality of teachers in an Islamic elementary school in Indonesia. The study emphasizes the importance of HR in this context and outlines specific strategies such as planning, training, and evaluation to achieve this goal.
Human Resource Management Practices on Teachers Performance	Aseem Saxena	2018	Human resources leaders from urban school districts engaged in a cohort learning experience have implemented strategic actions to improve teacher and leader quality in their school districts.	The main findings of the paper are the importance of strategic actions to recruit and retain effective teachers and principals, the perceptions of Human Resources Leaders from urban school districts regarding the strategic actions they have	The "state of the art" in Aseem Saxena (2018) is the strategic actions implemented by Human Resources Leaders to improve teacher and leader quality in urban school districts, particularly those serving disadvantaged students.	The novelty in Aseem Saxena (2018) lies in the examination of the strategic actions implemented by Human Resources Leaders from urban school districts to improve teacher and leader quality, particularly in recruiting and retaining highly effective

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				implemented, and the high impact actions identified in the Urban Schools Human Resources Improvement Project.		educators in disadvantaged school districts.
Human resources management practices' influence on faculty commitment in higher educational institutions	H. Patrick, Shiju Sebastian	2012	Faculty in higher education were highest on affective commitment followed by continuance commitment.	<p>The main findings of the study are:</p> <ul style="list-style-type: none"> - Faculty in higher education showed high affective commitment followed by continuance commitment. - Newspaper advertisements were the most frequently adopted source of recruitment, followed by employee referral. - The most popular selection technique was an interview, followed by demonstration. 	The "state of the art" in H. Patrick, Shiju Sebastian (2012) revolves around the HRM practices in educational institutions, their impact on organizational commitment, and the specific factors influencing HRM and commitment.	The novelty in this paper lies in its focus on the relationship between HRM practices and organizational commitment in the specific context of higher education institutions, as well as its implications for future research in this area.
Human Resource Management in Improving The Quality of Education	Darul Qutni, M. Kristiawan, Yessi Fitriani	2021	Human resource management at SD Negeri 170 Ogan Komering Ulu had been running optimally.	The main findings are related to the optimal running of human resource management, the need for planned and sustainable implementation of development, and the activation process for planned improvements in teacher immunity.	The "state of the art" in Darul Qutni, M. Kristiawan, Yessi Fitriani (2021) is the importance of human resource management in improving the quality of education, with a focus on training and development for educators and administrative personnel. The study uses a qualitative descriptive approach to explore the	The novelty lies in the emphasis on the importance of human resource management in education and the specific strategies employed to improve the quality of education through human resource development.

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
					perceptions and behaviors related to human resource management in an educational setting.	
Human Resource Management Practices in Turkish Education System (Denizli Case)	Fatma Çobanoğlu, Gulsum Sertel, Sevda Seven Şarkaya	2018	Teachers are concerned about performance evaluation based on accountability.	The main findings of the paper are that teachers are aware of their job duties and responsibilities but lack consideration for important professional efficiencies, effective human resource management is crucial for organizations to compete under rapid changes, and the Turkish Educational System transitioned to staff management in the 1960s-1970s and adopted human resource management with total quality management in 1990.	-	The novelty in this paper lies in its focus on the perspectives of teachers regarding HRM practices in the Ministry of Turkish National Education, highlighting the need for extensive pre-service and in-service education, need analysis for teacher selection and appointment, and fairness in payment, rewarding, and discipline functions. The paper also discusses the differences between theory and practice in managing human resources and the historical development of human resource management in the Turkish Educational System. Additionally, it emphasizes the importance of considering subjectivity and competence in implementing HRM plans.
The Effectiveness of Human Resource Management on	R. Alami, Reza Sohaei, Abdul Karim Maleki	2015	Human resource management in improving organizational effectiveness	The main findings are: - The study examines the role of human resources	The paper presents the state of the art in human resources management in education,	The novelty in this study lies in its focus on the role of human resources management

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Improving the Performance of Education Staff	Berneti, A. Younesi, Milad Farnia, Hassan Mirzajani		is effective in the level of 1% alpha.	management in improving the effectiveness of education staff. - The impact of human resource management in improving organizational effectiveness is significant at the 1% alpha level.	focusing on the impact of various indicators of organizational management on improving the effectiveness of education staff. It provides insights into the methods used to collect and analyze data, as well as the statistical techniques employed to evaluate the impact of human resource management.	in improving the effectiveness of education staff, as well as its use of a researcher-made questionnaire to analyze the main indicators of organizational management. Additionally, the finding of a significant impact of human resource management on organizational effectiveness at the 1% alpha level adds to the novelty of the study.
Human resource management in improving students' academic achievement mediated by teacher's performance	Arief Tukiman Hendrawijaya	2020	Organizational culture, leadership style, work ethic, and work commitment have a significant positive effect both on teacher's performance and students' academic performance.	The main findings of the paper are that organizational culture, leadership style, work ethic, and work commitment have a significant positive effect on both teacher's performance and students' academic performance. Additionally, teacher's performance plays a significant mediating role in the relationship between the independent variables and students' academic performance.	The "state of the art" in Arief Tukiman Hendrawijaya (2020) includes the significant positive effects of organizational culture, leadership style, work ethic, and work commitment on both teacher's performance and students' academic achievement. The paper also emphasizes the importance of human resources in organizational success and the need for continuous improvement in the quality of human resources in Indonesia. Furthermore, it highlights the mediating role of teacher's performance in the	The novelty in Arief Tukiman Hendrawijaya (2020) lies in its comprehensive analysis of the impact of organizational culture, leadership style, work ethic, and work commitment on both teacher's performance and students' academic achievement, as well as the identification of teacher's performance as a significant mediating factor in this relationship. This comprehensive approach to understanding the interplay between these factors in the context of academic achievement is the novelty in this study.

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
					relationship between the independent variables and students' academic performance.	
Human resource management in schools	R. Seifert	1996	A practical guide to the main issues of human resource management facing school managers.	The main findings of the paper include discussions on the roles of employers and managers, recruitment and selection, trade unions, performance, training and pay, conditions of service, employee relations and disputes, and redundancy.	The "state of the art" in R. Seifert (1996) is a practical guide to the main issues of human resource management facing school managers, covering topics such as the roles of employers and managers, recruitment and selection, trade unions, performance, training and pay, conditions of service, employee relations and disputes, and redundancy.	The novelty in R. Seifert (1996) is the practical guide to human resource management issues specifically facing school managers.
Quality Human Resources Management for Effective Educational System	Ojebiyi O.A, A. Amos	2013	The government through various management of educational sector need to sponsor its staff for in-service training, workshop, conference, seminar etc. for optimum delivery of services in their various department.	The main findings of the paper emphasize the importance of human resource management in the educational sector, including the need for staff commitment, development, and support for in-service training.	The "state of the art" in Ojebiyi O.A, A. Amos (2013) is the importance of human resource management in the government's framework, particularly in the educational sector, and the emphasis on staff commitment, effective management, and continuous improvement. The paper also highlights the government's role in sponsoring staff for training and optimizing service delivery.	The novelty in Ojebiyi O.A, A. Amos (2013) lies in its emphasis on the evolving importance of staff management in the educational sector, the need for a customer service and performance-oriented culture, and the government's role in sponsoring staff for development activities.

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Human Resource Management in Higher and Further Education	David Warner, Elaine Crosthwaite	1995	Human resource management in education is essential for better learning outcomes.	-	not enough information to determine the specific "state of the art" in the paper	-
A Teacher as a Strategic Human Resource of an Educational Organization	Natalya V. Belinova, I. Bicheva, T. G. Khanova, S. Zaitseva, A. Akpayeva	2021	The development of a human resource management system in a kindergarten is a condition of essential characteristics of a systematic, progressive and qualitative change in the personality of teachers at various stages of their professional way.	The main findings of the paper are: - Emphasis on the importance of strategic management and the information component in the professional development of teachers in a kindergarten. - Highlighting the specificities of teachers as human resources in achieving professional competencies and their role in implementing strategic tasks in preschool education and upbringing. - Emphasis on the need for a modern strategy for progressive professional development of teachers in a preschool educational organization.	The "state of the art" in Natalya V. Belinova, I. Bicheva, T. G. Khanova, S. Zaitseva, A. Akpayeva (2021) revolves around the development and management of professional competencies for teachers in preschool educational organizations, with a focus on strategic planning, utilization of information and communication technologies, project activities, and scientifically grounded aspects in human resource management. The paper underscores the importance of human resource management as a modern strategy for progressive professional development.	The novelty in Natalya V. Belinova, I. Bicheva, T. G. Khanova, S. Zaitseva, A. Akpayeva (2021) lies in its emphasis on the systematic, progressive, and qualitative change in the personality of teachers at various stages of professional development in a preschool educational organization, as well as its focus on strategic management, the increasing importance of the information component in professional development, and the need for scientifically grounded aspects of human resource management.
Human Resources (HR) In Education Management	Bahdin Nur Tanjung	2020	Human resource management is a very important aspect in the	The main findings of the paper are the significant role of human resources in institutions, the importance	The "state of the art" in Bahdin Nur Tanjung (2020) is the emphasis on the significant role of human resources in	The novelty in Bahdin Nur Tanjung (2020) lies in emphasizing the crucial role of human resource management

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
			education process in general.	of effective human resource management in the education process, and the potential for addressing competitiveness-related issues through good human resource management procedures.	educational institutions and the importance of proper management to achieve organizational goals, as well as the potential for addressing national competitiveness issues through effective human resource management procedures.	in educational institutions and its potential impact on addressing competitiveness-related issues faced by the Indonesian nation.
Human resource management: the Achilles heel of school governance	J. Grieves, Patrick Hanafin	2005	Structured panel interviews for teachers in schools would represent best practice.	The paper examines the effectiveness of the Government's aims in selecting, recruiting, and retaining teachers in primary and secondary education. It suggests that structured panel interviews, with trained panel members, including an HR professional, would represent best practice for the appointment of teachers in schools.	The "state of the art" in this paper is the examination of current debates about teacher recruitment and retention, questioning the government's effectiveness in this area, and suggesting best practices for teacher appointments. It also raises concerns about HR practice delegation.	The novelty in the paper is the raised concerns about the delegation of HR practice in the recruitment and retention of teachers.
Human Resources Management In Improving The Quality Of Education	Rita Pusvitasari	2021	Existing human resources are fostered and trained to improve the quality of their resources by educational institutions targeted by educational institutions.	The main findings of the study include planning for improving the quality of education through analyzing human resource needs, mapping positions according to the school's vision, mission, and goals, and	The paper provides an analysis of the importance of human resource management in schools, focusing on its role in improving the quality of education. It emphasizes the reliance of the education system on human resources	The novelty in Rita Pusvitasari (2021) lies in its specific focus on the application of human resource management techniques to improve the quality of education at a particular high school, as well as its use of

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				fostering and training existing human resources to improve their quality.	and the planning process for improving education quality.	qualitative methods for data collection.
The Management of Human Resources Development in Increasing the Quality of Islamic Education Institutions	Elvina Rahmi, Achmad Patoni, S. Sulistyorini	2020	The development of teachers and employees is done through on-the-job training.	The main findings include the development of teachers and employees through various training programs, the focus on maintaining and improving the quality of education, and the positive impact of organizational dynamics on improving the competencies and performance of human resources.		The novelty in Elvina Rahmi, Achmad Patoni, S. Sulistyorini (2020) lies in its emphasis on the strategic management of human resources in educational institutions within the context of globalization, technological advancements, and the need for competitive advantage and differentiation to improve the quality and competitiveness of schools. The paper provides insights into the challenges and complexities associated with transnational processes and highlights the importance of adapting to these changes in order to maintain quality education.
Impact of Human Resource Management Practices on Teacher's Performance: A Mediating Role of Monitoring Practices	S. Waseem, Reema Frooghi, Sahar Afshan	2013	HRM practices in the educational sector will affect teachers' performance through HRM outcomes to increase the excellence of teachers as well as the overall quality of education.	The main findings of the paper are: - The study investigated how HR practices affect teachers' performance. - All HR practices included in the model, except the evaluation, were found to be	The paper presents the state of the art in terms of investigating the impact of HR practices, such as training & development and performance management, on teachers' performance in private schools in Karachi,	The novelty in S. Waseem, Reema Frooghi, Sahar Afshan (2013) lies in the under-researched nature of the impact of HRM practices on teachers' performance in Pakistan, the proposal of a mediation model involving

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
				significant predictors of teachers' performance. - HRM practices in the educational sector will affect teachers' performance through HRM outcomes to increase the excellence of teachers and the overall quality of education.	Pakistan. It emphasizes the significance of HRM practices in the educational sector and their potential to enhance the excellence of teachers and the overall quality of education.	monitoring, the specific examination of HR practices on teachers' performance in private schools in Karachi, and the identification of specific influential HR practices.
Human Resource Management of Teachers at Madrasah Aliyah Pesantren: An Education Quality Perspective	B. Baso, Rusdi Rasyid, Sain Hanafy	2018	Human resources in the Madrasah Aliyah IMMIM Makassar Modern Islamic Boarding School were in the good category.	-	-	The novelty in B. Baso, Rusdi Rasyid, Sain Hanafy (2018) lies in its specific focus on the challenges faced by Islamic educational institutions in Indonesia, particularly related to human resource management and quality improvement. It emphasizes the need for a review of human resource management activities in Madrasah Aliyah IMMIM Makassar to improve quality from the perspective of internal customers consisting of educators and education personnel. The paper also highlights the importance of adapting HR management functions to be more result-oriented and proactive in

Title	Authors	Year	Abstract Summary	Main Findings	State of The Art	Novelty
						response to the changing work and business environments.
Human Resource Management in Schools and Colleges	D. Middlewood, J. Lumby	1999	Human resource management in education is important for better learning outcomes.	-	The paper provides an overview of the importance of HRM in education, its management implications, managing the school or college and its staff, and key areas of application.	-
Beginning teachers' perceptions of school human resource practices	Paula Kwan	2009	The practices in the areas of training and development and working conditions warrant special attention in Hong Kong schools.	The main findings are the importance of understanding HR practices in schools, the general picture provided by the study using a quantitative methodology, and the confirmation of the complexity and diversity of HR practices in Hong Kong schools, with specific attention to Training and Development and Working Conditions in relation to the affective commitment of new teachers.	The "state of the art" in Paula Kwan (2009) is the complexity and diversity of HR practices in Hong Kong schools, with a focus on the link between these practices and the affective commitment of new teachers. The paper also highlights the lack of research linking various HR elements together despite acknowledging their complementarities and interdependencies.	The novelty in Paula Kwan (2009) lies in its attempt to link various HR elements together, despite acknowledging their complementarities and interdependencies, and its focus on providing a general picture of HR practices in schools from the perspective of beginning teachers using a quantitative methodology. It also highlights the specific HR practices linked to the affective commitment of new teachers.

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