


Implementation of Personnel Administration in Improving the Effectiveness of Human Resource Management in Elementary Schools

***Faridatul Munawaroh¹, Mar'atus Soleha²**

¹Universitas Muhammadiyah Ponorogo, Jl. Budi Utomo No. 10, Ronowijayan,
Kec. Ponorogo, Kab. Ponorogo, East Java, Indonesia

²Universitas Islam Negeri Sunan Ampel Surabaya, Jl. Ahmad Yani No. 117,
Wonocolo, Surabaya, East Java, Indonesia

²  orcid id: <https://orcid.org/0009-0002-4337-5868>

*faridavivo346@gmail.com

Keywords:	Abstract
<i>Personnel Management, Effectiveness, Human Resources</i>	<i>This study aims to analyze the implementation of the administration of teacher and team member personnel at SDN 2 Sendang, which includes the process of recruitment, selection, placement, development, and administrative services as a strategic factor in increasing the effectiveness of human resource management in the educational environment. The research used a case study method with a qualitative descriptive approach through observation techniques for one month, interviews with principals and teachers for two days, and documentation to obtain empirical data on school personnel management practices. Data analysis is carried out through the stages of data reduction, data presentation, and conclusion drawn/verification by triangulating sources to ensure validity. The results of the study show that the recruitment of education personnel at SDN 2 Sendang is carried out through the stages of announcement, candidate search, selection, and signing of employment contracts. At the same time, team member placement refers to the compatibility of competencies with the tasks needed by the School. Personnel development is carried out through coaching, training, performance evaluation, and the provision of incentive-based compensation to increase work motivation. Personnel administration services that include inventory of school facilities, preparation of reports, and assignment arrangements play an important role in supporting the smooth operation of education. The research concludes that systematic and competency-based personnel administration is proven to increase productivity, job satisfaction, and quality of educational services, and needs to be supported by the use of technology and collaborative culture for the sustainability of improving school quality.</i>
Kata Kunci: Manajemen Personalia, Eefektivitas, Sumber Daya Manusia	Penelitian ini bertujuan untuk menganalisis implementasi administrasi personalia guru dan pegawai di SDN 2 Sendang yang meliputi proses rekrutmen, seleksi, penempatan, pengembangan, dan pelayanan administrasi sebagai faktor strategis dalam meningkatkan efektivitas pengelolaan sumber daya manusia di lingkungan pendidikan. Penelitian menggunakan metode studi kasus dengan pendekatan deskriptif kualitatif melalui teknik observasi selama satu

bulan, wawancara dengan kepala sekolah dan guru selama dua hari, serta dokumentasi untuk memperoleh data empiris mengenai praktik manajemen personalia sekolah. Analisis data dilakukan melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan/verifikasi dengan triangulasi sumber untuk menjamin validitas. Hasil penelitian menunjukkan bahwa rekrutmen tenaga kependidikan di SDN 2 Sendang dilakukan melalui tahapan pengumuman, pencarian kandidat, seleksi, hingga penandatanganan kontrak kerja, sedangkan penempatan pegawai mengacu pada kecocokan kompetensi dengan tugas yang dibutuhkan sekolah. Pengembangan personalia dilaksanakan melalui pembinaan, pelatihan, evaluasi kinerja, serta pemberian kompensasi berbasis insentif untuk meningkatkan motivasi kerja. Pelayanan administrasi personalia yang mencakup inventarisasi sarana sekolah, penyusunan laporan, dan pengaturan tugas berperan penting dalam mendukung kelancaran operasional pendidikan. Penelitian menyimpulkan bahwa administrasi personalia yang sistematis dan berbasis kompetensi terbukti meningkatkan produktivitas, kepuasan kerja, dan kualitas layanan pendidikan, serta perlu didukung dengan pemanfaatan teknologi dan budaya kolaboratif untuk keberlanjutan peningkatan mutu sekolah.

Received : 17 September 2025; Revised: 10 November 2025; Accepted: 1 December 2025



<http://doi.org/10.55080/jpn.v4i3.204>

This is an open access article under the [CC-BY](#) license

1. Introduction

Training administration is a crucial element in optimising the development of human resources in an organisation. This is because structured training administration is able to integrate various important components such as program planning, activity implementation, and outcome evaluation. Through a good administrative system, organisations can align team member competency development needs with the company's strategic targets more effectively and efficiently. Studies conducted by Zulkarnaen et al. (2018) show that job training has a positive and significant effect on employee work productivity, with a determination coefficient of 50.6%. Research (Tarigan et al., 2021) revealed that job training and competencies have an influence of 74.5% on employee performance through a structured administrative system. Therefore, the implementation of organised training administration is not just a procedural necessity but a strategic investment that has a significant impact on organisational performance and individual capacity development in the long term.

Personnel administration is a management system that is implemented by all members of the organisation to achieve common goals optimally (Wijaya & Siregar, 2025). The scope of personnel administration includes the management of various components of the organisation, including training committees, teaching staff, employees, students, active students, alumni, and structural officials in

training institutions (Mahade et al., 2025). In personnel administration, what is meant by participants or prospective employees is basically an individual who carries out a certain position in order to achieve training targets through a method limited by personnel regulations. Therefore, the personnel section will determine the components included in the teaching staff, consisting of education staff and administrative staff. This personnel administration is expected to play a decisive and practical role in strategic efforts to increase the number and quality of education personnel who can support and implement educational programs.

Effective personnel administration has a determinant role in improving the performance of training organisations comprehensively. This is because a structured personnel administration system is able to integrate all aspects of human resource management, ranging from recruitment, competency development, to performance evaluation, in a systematic and measurable manner. Research conducted by Wu et al. (2025) reveals that a well-managed team member training program can increase organisational commitment through the relevance of training content to employees' job roles and career aspirations. These findings are reinforced by studies (Mahade et al., 2025), demonstrating that human resource management practices, including recruitment, training, rewards, performance evaluation, and promotion, can significantly improve the performance of teaching staff in educational institutions. Further, Lionel et al. (2023) emphasised that effective human resource management in recruiting, selecting, and training employees has a direct effect on the achievement of knowledge and skills needed by the organisation. Therefore, the implementation of comprehensive and structured personnel administration is a key factor in ensuring the success of training programs and sustainable organisational capacity building.

Education is a strategic tool to improve the standard of living of the community, because through education the community becomes smarter, acquires skills, acquires the right attitude to life, adapts better to society and helps themselves, their families and the community (Erbaş, 2025). Education is a lucrative investment in social and personal life, making our country profitable and producing graduates (Ibarra-Olive, 2021). Many human skills are honed, and we are able to skillfully solve various internal problems (Dalal & Akdere, 2021). Unique everyday life. Independent, responsible, understanding, tolerant and respectful of others.

Administration is a creative thing to work together among teachers and employees to take imitation techniques to maintain effective work. Administration is not only in financial numbers, but also in terms of the cleverness of the part in various bookkeeping matters (Kafa, 2023). Course administration also has a target to grasp what works for the purpose of the course. Administration is indispensable to the efficacy of the technique of maintaining the burning in the world of the course. This is still not an amnesty for the role of the descendants who set foot in the area administration course. In improving the quality of education, it is necessary to have good management, aiming for values that are practical, realistic and of course improved based on the noble values that we aspire to. The education administration seeks to overcome these problems by using various approaches and theories to guide us in the proper management of organisations, institutions, and school-related problems. Just like with good management or operations, we will achieve our business goals more effectively and efficiently.

This management is a tool to achieve goals faster, more successfully and at a lower cost in terms of tools and costs. In the administration section, the topic of

discussion is human resources. Human Resource Management is a discussion of organisation and personal management, i.e. teaching departments such as teachers, staff, etc. Human resource management is the most important supporting element that makes it easier for them to learn how to provide facilities for the development of the work of teachers and employees in the scope of elementary schools. Management is a very important element in carrying out activities that affect the running of the institution. Education management plays a very important role in preparing the learning situation in schools so that the teaching and learning process is carried out on target. In organising an education system that is in accordance with the needs of society and technological developments, it is necessary to give appropriate additions and additions: adequate training facilities and infrastructure to achieve the training goal, namely developing a quality generation.

This study aims to analyse the implementation of personnel administration in educational organisations, which includes the process of recruitment, selection, placement, development, and service of education personnel at SD N 2 Sendang. This goal is important because effective human resource management is a crucial factor in determining the success of achieving educational goals, considering that school personnel are the spearhead of the implementation of the learning process and the operation of educational institutions. As previous research has shown, proper recruitment of a workforce based on relevant competencies is one of the four main strategies to improve the efficiency of human resources in an organisation. At the same time, team member development through training as well as career development programs is proven to not only improve skills but also increase motivation and job satisfaction, which in turn impacts the overall productivity of the organisation. Thus, this research is expected to provide a comprehensive understanding of effective personnel administration practices in educational organisations and produce strategic recommendations for optimising human resource management to achieve sustainable competitive advantage and improve the quality of education.

2. Methods

In this study, the researcher used a qualitative case study and descriptive research methods. Data mining goes through three stages: Observation, interviews and documentation. Observation was carried out for 1 month, and interviews lasted for 2 days with teachers and principals. The location of this research is at SDN 2 Sendang. The survey method is used to collect data related to team member management issues. Another review of this is done by looking at attitudes, behaviours and activities in working jobs or tasks carried out by employees during working hours where SDN 2 Sendang is located. This examination method is used to examine the implementation of the effort of the staff (teachers and training and development) and the research process of the salaried employees. The data analysis technique in this study uses three stages: Data reduction, data display, and conclusion-delineation/verification (Huberman & Michael, 1992). Data reduction is carried out by simplifying the data obtained, presenting the data in the form of a structured narrative, and drawing conclusions through the interpretation of results with valid data that is strengthened through the triangulation of sources and methods.

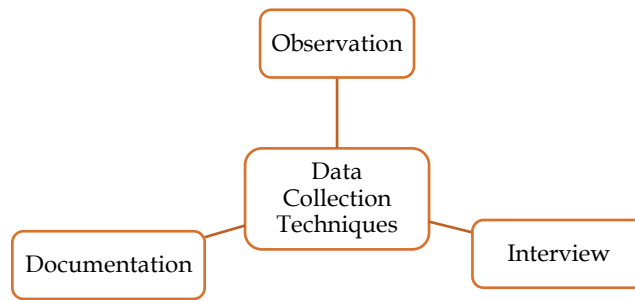


Figure 1. Data collection techniques

3. Result and Discussion

3.1. The Crucial Role of Education Personnel Recruitment in Educational Organisations

Recruitment of education personnel is a fundamental component of personnel administration that requires systematic planning and rigorous selection to ensure that organisations get quality human resources. A structured recruitment process allows organisations to attract candidates with interests, professional qualifications, and competencies that fit the needs of a particular position. The right selection based on the criteria that have been set will result in optimal team member placement, following the principle of "the right person in the right place", to maximise the contribution of each individual to the achievement of the goals of the educational organisation. Research shows that the right recruitment of a workforce based on relevant competencies is one of the four main strategies to improve the efficiency of human resources in organisations. Further, effective recruitment ensures that the company has the right talent to achieve its long-term goals, and team member development through training and career development programs not only improves skills but also increases motivation and job satisfaction, which in turn increases productivity. Therefore, the implementation of a comprehensive and competency-based recruitment and selection system for education personnel is a very important strategic investment in building a strong foundation for educational organisations to achieve sustainable competitive advantage.

In the administration of personnel procurement or acceptance of labour systematically, starting from recruitment, selection and placement. The teacher recruitment system has several stages, namely preparing for recruitment, distributing notifications, accepting applications and selecting new teachers (Shaoan et al., 2025). At the same time, there is a problem. Job seekers' habits and circumstances occur in the teacher recruitment system of external environments and the final factors of the organisation, including internal, remuneration practices, employment situations and a man's resource plan. In general, recruitment is an activity to recruit educational personnel. This aims to meet the needs of internal education personnel of educational institutions, both in terms of quality and quantity (Symeonidis et al., 2025). In a recruitment or recruitment activity, it is a process of searching or selecting prospective employees who are suitable for assignment to educational institutions. While another meaning, according to recruitment experts, is the desire to find and obtain prospective education personnel who can meet all the requirements to become as many

teaching staff as possible, this aims to ensure that they can then be re-selected to become the best and capable candidates.

The main purpose of this selection and recruitment is to find the right people who are said to be a suitable match for the specified location. Anyone can also do their job to the maximum and can stay in the old company for a long time. Although the goal sounds very simple, the process is very complicated and takes quite a long time and costs quite a lot. There may be a mistake in assigning the right person. The goal is to avoid mistakes in the selection of human resources. If you choose the right person, it will have a big impact on the company or organisation and vice versa. If the chosen person makes a mistake, the company is in chaos. This will be a challenge in itself, especially when recruiting and selecting employees. The recruitment and selection process itself not only takes time, money, and effort, but hiring the wrong people can negatively impact efficiency and productivity, thus damaging the morale of the employees in question and those around them because it is possible.

The recruitment process takes place from the end of the employment relationship to the job search, or ends when the applicant submits their application. Conceptually, it can be interpreted as the next step in a recruitment process, e.g. selection is not included in recruitment activities. However, the selection process cannot be considered easy because the selection operation is a process that plays an important role in determining the success of recruitment. The recruitment process consists of recruitment preparation, announcement, admission of new teachers, acceptance of new teacher search and selection of new teachers and employees. This is as conveyed by the principal:

The recruitment of employees and library staff at SDN 2 Sendang is carried out through several stages: announcements or brochures that are distributed, then search and selection of prospective employees, and finally the creation of employment contracts.

Team member development and compensation systems are important aspects of human resource management because they serve to maintain motivation and increase work productivity (Delić & Mahmutović, 2025). This is due to the fact that compensation is not only in the form of a basic salary or a position salary, but also includes additional incentives that are given based on performance evaluations. Companies can distinguish financial awards according to the real contribution of each team member (Figueiredo et al., 2025). For example, two employees with the same job status can receive identical basic salaries, but receive different compensation due to differences in job performance. Employees who work beyond production standards will get additional incentives as a form of appreciation for their performance. This system is usually implemented manually or through a structured incentive payment mechanism, so that companies are able to adjust compensation to different activities and work outcomes. Therefore, the implementation of an incentive system in team member compensation is not only a strategy to increase productivity, but also serves as an effective financial motivation in retaining high-performing employees to remain loyal and develop with the company.

3.2. *team member Placement as a Process of Aligning Competencies and Organisational Functions*

Team member placement is not just an administrative procedure, but a strategic activity that determines the alignment between individual capabilities and the needs of the structure and function of the educational organisation. The placement process should consider the balance between the abilities that a new hire can demonstrate and the job requirements, responsibilities, and expected outputs. Transfer between teaching staff or a change of position (team member transfer) can be an important opportunity for organisational development, as long as it is done by paying attention to the needs of the quantity and quality of Human Resources owned by the institution. The placement decision is final from the selection process and shows that the organisation has the potential to grow stronger. The main objectives of human resources in an organisation include the development of competency models for appropriate recruitment, the definition of organisational dimensions that align with culture and strategy, and the evaluation of a measurable human resource strategy (Bahri & Salsati, 2025). The implementation of innovative human resource management, integrated with digital technology, is an important factor in improving organisational efficiency, flexibility, and sustainability. Therefore, the placement of employees that is carried out carefully and carefully considered the match of competencies and organisational needs will result in a higher level of job satisfaction, optimal productivity, and contribute to the achievement of educational organisational targets more efficiently.

One of the most important areas of educational administration or leadership has to do with the personnel or human resources involved in the educational process, and educators as teachers and lecturers, such as administrative staff (Kausar et al., 2025). Its main function is related to managing the personnel of all training institutions effectively. Because if not, it will be difficult for educational organisations to perform well. It shows that staff are an important factor in the success of every person in an organisation, such as an educational institution. School management activities support the learning process, namely teaching, student management, administration, staff, school equipment management, including educational media and books, as well as school construction and technical management of school furniture, school financial management, and managing school-community relations. According to the principal:

Administrative duties at SDN 2 Sendang include inventory of school supplies, holding meetings to discuss the division of duties, and submitting reports to superiors.

The tasks of trainers and training staff are career development, teacher quality improvement, coordination of legal protection of education personnel and coordination of training organisers. Based on the Coaching Organization, the Coaching Staff has the following duties: a) Implementation and evaluation of the condition of teachers and other education personnel according to the type and level of education; b) Implementation of needs analysis, investment, equality of educational strength between districts/cities; c) Establish technical policy materials to improve the quality and careers of teachers and other training personnel; d) Preparation and planning for the career development of teachers and other education employees; e) Improving the quality and profession of teachers through equitable distribution programs (Wityastuti et al., 2025).

Human resources are the most important key to the success of development. Therefore, with the advancement and development of science and technology in national development, it is necessary to improve the quality of human resources. Next is the improvement of the quality of human resources. The most strategic business is education. Humans need education in their lives. Education is the ideal of the community to develop potential through learning. Article 31, paragraph (1) of the 1945 Constitution of the Republic of Indonesia states that every citizen has the right to receive education and training. Paragraph (3) of Law of the Republic of Indonesia Number 20 of 2003 states that to ensure the proper implementation of the educational process in schools and the availability of sufficient teachers to achieve its goals, quality and performance, it is emphasised that the government aims to implement the national education system efficiently. Therefore, it is very important to pay attention to work efficiency and continue to strive to achieve the expected goals to the maximum. In order for it to be true, the effectiveness of the work of school employees requires the management of the principal, as regulated in the Regulation of the Board of Education Number 28 of 2010 concerning the appointment of teachers as principals of schools/seminars to guide and manage teaching in schools to improve the quality of education.

3.3. *Personnel Development as a Continuous Effort to Improve the Quality of Human Resources*

Personnel development through coaching, utilisation, and increasing work productivity is an integral aspect of continuous human resource management to ensure quality learning at the educational level (Permatasari & Tandiyuk, 2023). Personnel development includes various structured activities such as workforce development, optimal utilisation of human resource potential, increased work productivity, and continuous evaluation. This activity is supported by an assessment system for education personnel, a mechanism for mutation and promotion, the provision of fair compensation (including salaries, allowances, and incentives), and a respectful dismissal procedure. All of these elements are designed to ensure that each education staff member continues to evolve and adapt to the needs of the organisation. Effective human resource management involves developing employees' digital skills, enhanced team member collaboration and engagement with a supportive work culture, as well as work flexibility and work-life balance (Munir et al., 2024). Research also shows that performance evaluation through an objective appraisal system helps identify employees' strengths and weaknesses for improvement and competency development. Therefore, the implementation of a comprehensive and systematic personnel development program using various assessment mechanisms, incentives, and career development opportunities will create human resources who are motivated, competent, and committed to improving the quality of organisational education.

Management is one of the factors in an agency or institution. It is very important to routinely carry out activities that affect the progress of the facility. It is very important for education providers to regulate learning conditions in schools so that education and guidance can be carried out on target. The implementation of the education system requires improvements in accordance with the needs of society and technological developments, and to provide high-quality education, appropriate educational facilities and infrastructure are needed to achieve

educational goals (Kausar et al., 2025). In achieving a quality educational institution, educational institutions require good school administration management. Educational administration includes all activities commonly referred to as structuring, organising, and managing education. This activity includes all structuring activities to establish cooperation between community groups to achieve goals, such as practitioners and employees. The following activities include various tasks such as organising coaching, logistics, facility use, financial management, managing all communications, and others, so that activities run in harmony and effectively. In general, the management components can be categorised into school human resource management, curriculum management, educational facilities and infrastructure, student management, and School and community management.

Human resource management itself includes workforce planning, team member recruitment, team member coaching and development, promotion and mutation, team member dismissal, compensation, and team member evaluation (Meidiaputri et al., 2025). In educational institutions, humans are the most important element that must exist in an organisation, especially in educational organisations where the subject and object are humans. If an organisation has large resources and adequate and supportive environmental facilities but does not have adequate and good staff, it will take a long time to ensure the sustainability of the organisation.

There are achievements in the world of education to improve the quality and relevance of the purpose of training, which is to support all parts of training in its success. A training centre to think about the efficiency and effectiveness of educational administration activities for community members, namely, students. Being is an integral part of all management or manager training. The overall goal is to create optimal, efficient and effective training. Management Human resources play a very important role in the success of the process Training. Thanks to several collaborative processes of planning, organising, mobilising and controlling the human resources sector using the right resources, the sector runs effectively and efficiently so that all school personnel participate optimally to achieve the educational or School goals that have been determined (Andini et al., 2023).

Team member, Personnel Administration Services, This team member can be an administrative or library team member. Educational management is the application of processes and principles in education to achieve the goals of the institution effectively and efficiently. Organised educational practices will be very bad if they are not supported by good governance. The results achieved may not match the quality and quantity planned or pre-determined. School management activities are usually the responsibility of the principal, and these activities include several areas of staff, curriculum management, infrastructure management, financial management, student affairs management, administration and educational relationship management. Summary: School administrative functions that need to be filled are then taken over by the school administrative staff.

Employees themselves have a main role, such as making work programs and collecting student data. Making data on student names, creating and inputting data and making agendas in the office are the most important things that help the smooth development of the organisation as a whole. Based on the views above, good governance services are services provided to their members in a polite, precise, fast, and empathetic manner. In reality, this is not a simple problem

because the provision of services involves many problems. In providing customer satisfaction service, we must provide honest service. In theory, the main purpose of public services is to satisfy the community. We can conclude that the purpose of this service is to provide satisfaction to the people it serves.

4. Conclusion

Based on the analysis of personnel administration in educational organizations, this study shows that effective human resource management starts from a systematic recruitment and selection process, followed by employee placement that is aligned between individual competencies and organizational needs, as well as sustainable personnel development through coaching, performance evaluation, and a fair compensation system. The implementation of competency-based recruitment with structured stages ranging from preparation, announcement, to selection has proven to be a strategic investment to obtain quality education personnel who can maximise their contribution to the achievement of educational goals. Careful placement of employees with competency matches in mind results in optimal productivity and higher job satisfaction, while a comprehensive personnel development program that includes training, performance-based incentive systems, and continuous evaluation is able to maintain motivation and consistently improve the quality of human resources. Effective and efficient personnel administration services, both for teachers and administrative and library employees, are the key to the smooth operation of educational organisations. Therefore, educational institutions need to integrate innovative human resource management with the use of digital technology to improve organisational efficiency, flexibility, and sustainability, as well as build a work culture that supports collaboration and work-life balance to create human resources who are motivated, competent, and committed to improving the quality of education in a sustainable manner.

5. References

- Andini, D., Fadilah, E. A., Il, N. L., & Noviani, D. (2023). Meningkatkan Kualitas Pendidik Terhadap Administrasi Kepegawaian Pendidikan. *Jurnal Pendidikan Indonesia (PJPI)*, 1(1). <https://doi.org/10.00000/pjpi.v1n12023>
- Bahri, E. S., & Salsiati, S. (2025). The Identification of Competency-based Human Resource Development Strategy. *International Journal of Strategic Studies*, 2(1), 1-7. <https://doi.org/10.59921/icestra.v2i1.50>
- Dalal, R., & Akdere, M. (2021). Examining the relationship between talent management and team member job-related outcomes : The case of the Indian manufacturing industry. *Human Resource Development Quarterly*, 1-26. <https://doi.org/10.1002/hrdq.21467>
- Delić, A., & Mahmutović, I. (2025). The Impact of Reward Systems on Employee Satisfaction, Productivity, and Retention: An Empirical Analysis. *International Journal of Multidisciplinary and Current Educational Research (IJMCER)*, 7(4), 210-221.
- Erbas, A. A. (2025). Transforming Education Through Life Skills : A Search for a Solution for Disadvantaged Students. *SAGE Open*, September, 1-15. <https://doi.org/10.1177/21582440251369163>

- Figueiredo, E., Margaça, C., Carlos, J., & García, S. (2025). The Contribution of Reward Systems in the Work Context : A Systematic Review of the Literature and Directions for Future Research. In *Journal of the Knowledge Economy*. Springer US. <https://doi.org/10.1007/s13132-024-02492-w>
- Huberman, B. M. M., & Michael, M. (1992). *Analisis Data Kualitatif Buku Sumber Tentang Metode-Metode Baru*. UIP.
- Ibarra-olivo, J. E. (2021). Economics of Education Review: Foreign direct investment and youth educational outcomes in Mexican municipalities. *Economics of Education Review*, 82(May 2020), 102123. <https://doi.org/10.1016/j.econedurev.2021.102123>
- Kafa, A. (2023). Teachers ' perceptions of school principals ' role in tackling the pandemic crisis. *International Journal of Educational Management*, 37(2), 350–360. <https://doi.org/10.1108/IJEM-02-2022-0056>
- Kausar, S., Arif, M., & Sebgag, S. (2025). Transformational Leadership and the Challenges of Educational Digitalisation : A Systematic Literature Review. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 10(2), 312–332. <https://doi.org/10.31538/ndhq.v10i2.196>
- Lionel, L. K. G., Channuwong, S., & Wongmajarapinya, K. (2023). Human Resource Management And Organisational Performance. *International Journal of Advanced Research (IJAR)*. <https://doi.org/10.21474/IJAR01/16940>
- Mahade, A., Elmahi, A., Abdalla, A. A., Said, R. A., & Alomari, K. M. (2025). Investigating the Association Between Human Resource Management Practices and Job Autonomy on Faculty Job Performance : Evidence From the UAE Higher Education Sector. *Journal of Public Affairs*, January. <https://doi.org/10.1002/pa.70009>
- Meidiaputri, R. D., Sopiah, S., & Syihabudhin, S. (2025). Recruitment, Selection and Training on Employee Performance: a Systematic Literature Review. *JOURNAL OF MANAGEMENT Small and Medium Enterprises (SME's)*, 18(1), 507–516. <https://doi.org/10.35508/jom.v18i1.15703>
- Munir, M., Suhardi, S., Firdaus, R., & Amin, M. (2024). The Influence of Digital Leadership, Work-Life Balance, Employee Engagement, and Organisational Learning on Employee Performance with Job Satisfaction as a Moderating Variable. *International Journal of Applied Finance and Business Studies*, 12(3), 204–215. <https://doi.org/10.35335/ijafibs.v12i4.332>
- Permatasari, N., & Tandiyuk, S. (2023). Human Resource Management in Education : Optimising Teacher Performance for Better Learning Outcomes. *Golden Ratio of Mapping Idea and Literature Format*, 3. <https://doi.org/10.52970/grmilf.v3i1.354>
- Shaoan, M. R., Namanyane, T., Feng, M., & Arif, M. (2025). A systematic literature review on the importance of teacher recruitment and retention in global educational reform. *Frontiers in Education*, February. <https://doi.org/10.3389/feduc.2024.1447752>
- Symeonidis, V., Guberman, A., & Cooper, R. (2025). Addressing teacher shortages in an international context : implications for the quality and status of teacher

- education. *European Journal of Teacher Education*, 48(1), 1–8.
<https://doi.org/10.1080/02619768.2025.2447968>
- Tarigan, N. L. L., Radito, T. A., & Purnamawati, A. (2021). Pengaruh Pelatihan Kerja dan Kompetensi Terhadap Kinerja Karyawan. *Jurnal Optimal*, 18(2), 94–104. <https://jurnal.stieieu.ac.id/index.php/opt/article/view/210>
- Wijaya, A. A., & Siregar, O. M. (2025). Pengaruh Pelatihan Dan Kompetensi Sumber Daya Manusia Terhadap Produktivitas Kerja Karyawan Pada Pt Wilmar Nabati Kota Medan. *Jurnal Ilmiah Wahana Pendidikan*, 11(April), 39–51. <http://jurnal.peneliti.net/index.php/JIWP/article/view/10104>
- Wityastuti, E. Z., Hidayati, D., & Suardiman, S. P. (2025). The Role Of School Leadership in Developing Teacher. *Journal Visipena*, 16(1), 128–139.
- Wu, Z., Li, Q., & Guangzhou, B. Z. (2025). The role of innovation and entrepreneurship employee training programs in enhancing organizational commitment from the perspective of industry - education integration. *Frontiers in Psychology*, February, 1–12.
<https://doi.org/10.3389/fpsyg.2025.1527741>
- Zulkarnaen, W., Suarsa, A., & Kusmana, R. (2018). Pengaruh Pelatihan Kerja Dan Stres Kerja Terhadap Produktivitas Kerja Karyawan Bagian Produksi Departemen R-Pet PT. Namasindo Plas Bandung Barat. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 2(3).
<https://doi.org/10.31955/mea.v2i3.76>