

The Role of Human Resource Management in the Digital Era in Improving the Quality of Primary School Education

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ABSTRACT

Objective: To analyze the role of human resource management (HRM) in the digital era in improving education quality in elementary schools, focusing on challenges, barriers, and relevant strategies for effective HRM in digital educational environments. **Method:** This study employed a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize findings from previous research. Qualitative and quantitative data analysis was conducted to explore the relationship between HRM practices and education quality in the context of the digital era. **Results:** The study highlights the crucial role of HRM in developing educators' digital skills, optimizing technology for performance management, and ensuring a supportive work environment for mental and physical well-being. Key challenges include resistance to change, limited infrastructure, and the digital divide. Innovative HRM strategies, such as continuous training, technology-enabled recruitment, and data-driven performance management, are identified as effective solutions to enhance education quality in elementary schools. **Novelty:** This study provides practical recommendations for implementing innovative HRM strategies to address the challenges of the digital era. It bridges the gap between HRM practices and their direct impact on education quality, offering insights into adapting HRM for global and technological advancements.

INTRODUCTION

The development of technology in the digital era has brought significant changes in various fields, including education. Elementary education institutions play an important role in shaping the foundation of students' knowledge and character. In facing the demands of the times, the quality of education in elementary schools must continuously be improved to produce a generation that is competent and adaptive to global changes [1]. Here is where the role of Human Resource Management (HRM) becomes crucial. The role of management in elementary schools greatly influences the improvement of learning quality, among other things, if school management runs well, it will certainly have a positive impact on all school stakeholders [2].

Effective HR management can facilitate the improvement of education quality through good management of educators, optimization of technology in learning, and planning and development of teachers' careers. In the era of technology and digitalization, human resource management in the education sector must be more adaptive and innovative, considering the increasing need for digital competencies, especially in learning [3]. Learning in the digital era shifts the perspective from conventional learning systems to modern technology-based learning systems. Therefore, all aspects of education are being digitized, such as school administration systems, school management systems, and student learning evaluation systems [4].

On the other hand, digital technology opens up great opportunities for educational institutions. Where Educational Institutions are required to innovate in teaching methods, develop school programs, create learning schedules, organize assessment activities, and so on. The role of management is closely related to leadership in carrying out educational tasks and also in building human relationships within the school environment [5]. The effectiveness of the role can help schools face the challenges and opportunities offered by the digital era, so human resource management plays a key role in ensuring that education remains relevant, high-quality, and ready to face the changes of the times [6].

In line with Muhammad Mustari's thinking, which views human resource management as an activity that includes the establishment of standard norms, procedures, recruitment, development, implementation, welfare, and termination of teachers or school employees so that they can perform their duties and functions in achieving the school's objectives [7]. Therefore, human resource management, especially for teachers and staff, becomes crucial in an educational institution. The reason is that these two components are subjects for transferring knowledge to the students. An educational institution must ensure a clear, firm, and precise distribution of responsibilities so that the established programs can run systematically, allowing all teachers or staff to work and carry out the tasks assigned to them [8].

The challenges faced by human resource management in education are becoming increasingly complex in the digital era. In addition to having to deal with rapid technological changes, management also needs to pay attention to the needs and expectations of teachers and students. Therefore, it is important for management to formulate strategies that are responsive to these changes, in order to create a conducive and high-quality learning environment [9]. Through this research, it is hoped that effective HR management strategies can be found to improve the quality of education in elementary schools. This research will provide practical recommendations for policymakers and school authorities in implementing HR management practices that are responsive to the challenges and opportunities in the digital era, thereby enhancing the quality of education provided [10].

RESEARCH METHOD

In this study, the author employs a research method using the Systematic Literature Review (SLR) method. The Systematic Literature Review method is a research method used by identifying, analyzing, evaluating, and interpreting all previous research results obtained by the researcher. These previous research results are then reviewed by the researcher through a systematic review and identification of the selected research articles [11]. For data analysis, qualitative or quantitative data can be used. Qualitative data can be obtained from interviews, observations, reports, and social media. Meanwhile, quantitative data is obtained using statistical data to analyze the relationship between

HR management practices and the quality of education. This could involve processing data from student exam results, teacher satisfaction levels, and other indicators [12].

RESULTS AND DISCUSSION

A. The Role of Human Resource Management in the Digital Era

Human resource management plays an important and crucial role in determining the development of an elementary school educational institution. Essentially, these individuals act as the spearhead of progress within an elementary school institution as superior and quality individuals, especially in the digital era [13]. The role of human resource management (HRM) in the digital era is very important and encompasses several key aspects, including [14]:

1. **Digital skills development:** HR management must ensure that employees have the necessary skills to adapt to new technologies. This includes ongoing training in the use of relevant digital tools and platforms to enhance productivity and work efficiency.
2. **Recruitment and selection:** The recruitment process is now increasingly influenced by technology. HR management needs to utilize digital tools to attract and select candidates with digital skills that match the organization's needs.
3. **Performance management:** With the presence of technology, HR management can use data-based systems to monitor and evaluate employee performance more effectively. This enables more accurate decision-making based on precise data analysis.
4. **Teacher or employee engagement:** HR management must create a work environment that supports collaboration and effective communication, both directly and through digital platforms. This is important to enhance teacher or employee engagement and satisfaction.
5. **Teacher or employee welfare:** In the digital era, HR management must also pay attention to the mental and physical well-being of teachers or employees, especially with the increased risk of stress due to excessive use of technology. Technology-based wellness programs can help support the health of teachers or staff.
6. **Compliance and ethics:** HR management must ensure that all practices related to the use of technology comply with applicable regulations and ethical standards, including the protection of teachers' and employees' personal data.

Thus, HR management in the digital era not only focuses on managing teacher or employees but also on developing strategies that leverage technology to enhance the performance and well-being of teachers or employees.

B. Challenges and Obstacles

In the context of human resource management (HRM) in the digital field, there are several significant challenges and obstacles. Here is a summary of those challenges and obstacles [13]:

1. Challenge:

- a. **Continuously evolving digital skills:** With the rapid development of technology, human resources must continuously update their digital skills. This includes understanding the latest digital tools and platforms used in learning and teaching.
- b. **Availability of technology infrastructure:** Many educational institutions may not have adequate technology infrastructure to support digital learning, such as ICT rooms, stable internet access, and the necessary hardware.
- c. **Data and privacy management:** In the digital era, managing student data and privacy has become an important challenge. Educational institutions must ensure that student data is managed securely and in accordance with applicable regulations.
- d. **Student engagement and motivation:** Creating student engagement in online learning can be a challenge, especially if students are not accustomed to the format or if they feel less motivated.

2. Obstacle:

- a. **Lack of training and professional development:** Many teachers may not receive sufficient training to develop their digital skills, which can hinder their teaching effectiveness in a digital context.
- b. **Resistance to change:** Some educators may show resistance to the shift from traditional teaching methods to digital ones, which can hinder the implementation of new technology.
- c. **Resource limitations:** Educational institutions often face budget constraints that hinder them from investing in the technology and training necessary for digital HR management.
- d. **Mental health and well-being issues:** Online learning can cause stress and fatigue for teachers and students, which can affect their well-being and, in turn, the quality of education.
- e. **Digital divide:** There is a gap in access to technology between students from different backgrounds, which can create inequities in learning opportunities.

By understanding these challenges and obstacles, educational institutions can formulate more effective strategies to manage human resources in the digital field and improve the overall quality of education.

C. Effective HR Management Strategy

In the context of the digital era, effective human resource management (HRM) strategies encompass several important aspects that can help organizations adapt and thrive. Here are some strategies that can be applied [15]:

1. **Development of digital competence:** Organizations need to ensure that employees have adequate digital skills. This can be done through continuous training and development, including online courses and workshops that focus on the latest technology and relevant digital tools.

- 2. The use of technology for recruitment and selection:** Utilizing digital platforms for the recruitment process can expand the reach of candidate searches. Tools like ATS (Applicant Tracking System) can help in screening applicants and managing the recruitment process efficiently.
- 3. Work flexibility:** The digital era allows for the implementation of more flexible work models, such as remote or hybrid work. Providing this option can increase the satisfaction and productivity of teachers or employees.
- 4. Digital communication and collaboration:** Using digital communication and collaboration tools such as Google Classroom, Google Meet, Microsoft Teams, and Zoom to facilitate interactions between teams. It is important to maintain harmonious relationships and effective collaboration among teachers and staff, especially in a work environment that is adaptive to digital changes.
- 5. Data-driven performance management:** Using analytics to monitor the performance of teachers or staff and provide constructive feedback. This helps in making better decisions related to career development and human resource management.
- 6. Employee well-being:** Prioritizing the mental and physical well-being of teachers or employees by providing the necessary resources and support, such as mental health programs and work-life balance.
- 7. Innovation in learning and development:** Integrating technology into training and development programs to create more interactive and engaging learning experiences, such as the use of e-learning and AI (Artificial Intelligence).

By implementing these strategies, organizations can enhance the effectiveness of their HR management in the digital era, while also leveraging existing opportunities to improve employee performance and satisfaction.

D. Implementation of Digital-Based HR Management

The implementation of human resource management (HRM) in the digital era involves various strategies and steps designed to leverage technology in workforce management. Here are some important aspects of HRM implementation in the digital era [12]:

- 1. Use of information technology:** HR management in the digital era utilizes human resource management information systems to manage teacher or employee data, recruitment processes, training, and development.
- 2. Digital recruitment and selection:** The recruitment process is now largely conducted online through job platforms and social media. This expands the reach of candidate searches and allows companies to find talent that better fits their needs.
- 3. Technology-based training and development:** Teacher or staff training can be conducted through e-learning and other digital platforms, allowing for flexibility in learning and access to a wider range of educational resources.

4. **HR data analysis:** The use of data analytics in HR management helps companies make better decisions based on teacher or employee performance data, job satisfaction, and other trends.
5. **Teacher or employee engagement:** Digital technology enables companies to enhance employee engagement through feedback applications, surveys, and communication platforms that facilitate interaction between management and teachers or employees.
6. **Performance management:** Technology-based performance management systems enable more transparent and objective performance evaluations, as well as faster feedback for teacher or employees.
7. **Work-life balance:** With the advent of technology, many companies are adopting flexible work models, such as remote work, which help teachers or employees achieve a balance between work and personal life.

The implementation of HR management in the digital era not only increases operational efficiency but also helps create a work environment that is more adaptive and responsive to changing business needs and employee or teacher requirements [16], [17].

CONCLUSION

Fundamental Finding : This study reveals that Human Resource Management (HRM) plays a crucial role in enhancing the quality of primary education in the digital era, especially through effective teacher management and adaptation to technological advancements. **Implication :** The findings underscore the importance of implementing HRM practices that address technological challenges, support teacher development, and foster a high-quality learning environment in primary schools. **Limitation :** The research is limited by its reliance on qualitative methods and a systematic literature review approach, which may not fully capture the practical implications of HRM strategies in diverse educational contexts. **Future Research :** Future studies should explore empirical approaches to validate the proposed strategies, focusing on diverse contexts to develop a comprehensive framework for HRM in primary education.

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