	<p>Al Fitrah Journal Of Early Childhood Islamic Education ISSN : 2599-2287 E-ISSN : 262235X Vol. 7, No. 2, Juli 2024</p>	<p>ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA RAHMAH EL YUNUSIYYAH Sri Intan Wahyuni¹, Tasya Sabila², Laili Ramadani³, Mu'ammam Qadafi⁴</p>
---	--	---

**ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH
STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA
RAHMAH EL YUNUSIYYAH**


ABSTRACT

The management of educators and education personnel is one indicator of the quality of a school. To guarantee the quality of schools, there is a need for the management of educators and education personnel. This research aims to describe the management of educators and education personnel at RA (Raudlatul Athfal) el Yunisiyyah, a part of a formal early childhood education institution (PAUD). This research uses a descriptive qualitative method by collecting data through documentation, interviews, and observation. The results of the research show that the functions of education management and educational staff carried out at the aspects of planning, organizing, implementing, supervising, and terminating are carried out at RA Rahmah el Yunusiyyah, Padang Panjang. In its implementation, RA Rahmah el Yunusiyyah is assisted by the HR division of Diniyyah Puteri College and the Department of Education.

Sri Intan Wahyuni,¹
Tasya Sabila,²
Laili Ramadani³
Muammam Qadafi⁴

sriintanwahyuni204@gmail.com
tasyasabila278@gmail.com
lailiramadani86@gmail.com
muammam.qadafi@usq.edu.au

^{1,2,3} STIT Diniyyah Puteri Rahmah El Yunusiyyah, Padang Panjang
⁴University of Southern Queensland, Australia

	<p>Al Fitrah Journal Of Early Childhood Islamic Education ISSN : 2599-2287 E-ISSN : 262235X Vol. 7, No. 2, Juli 2024</p>	<p>ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA RAHMAH EL YUNUSIYYAH Sri Intan Wahyuni¹, Tasya Sabila², Laili Ramadani³, Mu'ammarr Qadafi⁴</p>
---	---	--

INTRODUCTION

Management is the process of directing and providing work facilities to individuals who are organized into formal groups within an organization to achieve desired goals (Baslini, 2023). Quality education implementation requires improvements in curriculum, education, and importantly, management in the field of educators and educational staff (Sanda et al., 2022). Educators and educational staff who are loyal to the school can create stability and resilience in the school (Sukur et al., 2023).


A school will not have good resilience and stability without effective management. Poor management can lead to a decrease in the motivation of school members to develop the institution. A school that implements strong management practices will enable it to thrive and excel compared to others (Karadağ et al., 2020), consequently leading to better and more professional educational services.

It is undeniable that early childhood education management is interdependent. For instance, high-quality educators understand effective financial management, utilize available learning resources efficiently, and identify appropriate strategies to build good

relationships with the community and other supporting institutions to ensure smooth operational activities. This cannot be achieved without good and organized educational management (Hasna et al., 2021).

RA Rahmah El Yunusiyah is a private early childhood education institution under the Rahmah El Yunusiyah Paang Panjang Foundation. RA Rahmah El Yunusiyah has distinguished programs such as nurturing with a language of love, which is mandatory for prospective educators and educational staff serving at RA Rahmah El Yunusiyah through parenting and training programs. The high demand from the surrounding community of Padang Panjang to enroll their children at RA Rahmah El Yunusiyah, evidenced by the waiting list for new student registrations, is due in part to the professional demeanor of educators and educational staff aligned with the Diniyyah Puteri program, teaching with a language of love.

The management of educators and educational staff at RA Rahmah El Yunusiyah is conducted through school-led collaboration, directly overseen by the school principal, in conjunction with the Human

	<p>Al Fitrah Journal Of Early Childhood Islamic Education ISSN : 2599-2287 E-ISSN : 262235X Vol. 7, No. 2, Juli 2024</p>	<p>ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA RAHMAH EL YUNUSIYYAH Sri Intan Wahyuni¹, Tasya Sabila², Laili Ramadani³, Mu'ammarr Qadafi⁴</p>
---	---	--

Resources Department of Diniyyah Puteri and guidance from the education department head. This ensures that all personnel at RA Rahmah El Yunusiyah continuously receive academic and non-academic upgrades tailored to current needs and developments, aligned with the foundation's vision and mission.

Based on the above description, it is essential to delve deeper into the management of educators and educational staff at RA Rahmah El Yunusiyah in Padang Panjang. This study aims to describe how the management process of educators and educational staff is carried out at RA Rahmah El Yunusiyah, Padang Panjang, covering planning, organizing, implementing, and monitoring. This research is expected to be beneficial for educational implementers at schools and can serve as a reference.

RESEARCH METHOD

This research employs a descriptive qualitative research method. This approach involves detailed reporting from the perspectives of informants obtained from relevant sources and is typically conducted in a natural or real-life context (Fadli, 2021).

The subjects of this study are individuals who possess relevant data required by the researcher (Sukmadinata, 2015). The research was conducted at RA Rahmah el Yunusiyah, analisis data yang digunakan ialah data Padang Panjang, during the academic year 2023/2024. This institution has implemented various programs aimed at enhancing the quality of educators and educational staff, such as parenting programs, teaching with a language of love, teacher work groups, and programs to improve teacher welfare based on the potential of the surrounding environment.

Data collection was carried out through in-depth interviews with the school principal of RA Rahmah el Yunusiyah regarding the management of educators and educational staff. The data collection methods used in this study included interviews, observations, and documentation. The data analysis technique employed was the one developed by Miles and Huberman: data reduction, data display, and conclusion drawing or verification.

RESULTS AND DISCUSSION


1. Planning a. Needs Analysis Needs analysis of educators and educational staff can be defined as a series of systematic and continuous logical processes to determine the quantity and quality of educators and educational staff required. This ensures that educators and educational staff have clear roles and contribute effectively to the educational institution's goals (Tisnawati et al., 2019). The analysis of educators and educational staff is conducted by the school principal to ascertain the school's requirements, for which the principal creates a workforce needs analysis format.

a. At RA Rahmah El Yunusiyah, the needs analysis identified the requirement for 8 class teachers and 2 assistant teachers to accommodate 92 students in the academic year 2024/2025. The total number of teachers required is 10. The ratio is approximately 1 teacher to 12 students, based on the number of children and the school's premises. The needs analysis at RA Rahmah El Yunusiyah considers factors such as the number of students and the school's physical size. Educational staff include administrative

staff, operators, treasurers, and catering staff (Yanti, 2024).


b. Recruitment Recruitment is key to the successful management of educators and educational staff in any institution. Recruiting competent individuals ensures that organizational goals are achieved. Conversely, improper recruitment procedures can lead to poor outcomes that do not align with the institution's objectives (Lina, 2020).

To acquire high-quality human resources, it is essential to implement effective recruitment procedures (View of Development of Recruitment Guidelines for Integrated Early Childhood Education Teachers, n.d.). The recruitment process for educators and new educational staff at RA Rahmah El Yunusiyah; (Yanti, n.d.) are as follows: first; Submission to the Human Resources (HR) Department of Perguruan Diniyyah Puteri Padang Panjang. The submission documents to the HR Department are known and approved by the Head of the Education Department of Perguruan Diniyyah Puteri Padang Panjang. Second; Creating Job Advertisements for Mass Media Publications featuring diverse

	<p>Al Fitrah Journal Of Early Childhood Islamic Education ISSN : 2599-2287 E-ISSN : 262235X Vol. 7, No. 2, Juli 2024</p>	<p>ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA RAHMAH EL YUNUSIYYAH Sri Intan Wahyuni¹, Tasya Sabila², Laili Ramadani³, Mu'ammarr Qadafi⁴</p>
---	---	--

news content, one of which includes job advertisements (Stocks, 2016). The next step in the recruitment process is for the HR Department to create job advertisements distributed both offline and online (Yanti, 2024). Third; Administrative Selection, at this stage, the applicant's uploaded requirement documents will be checked to determine whether the applicant meets the specified requirements. Applicants wishing to work at RA Rahmah El Yunusiyah can submit required documents such as CVs, academic transcripts, and others to the HR Department of Perguruan Diniyyah Puteri Padang Panjang. Applications received by the HR department will be forwarded to the Principal of RA Rahmah El Yunusiyah. If approved, the applicant will proceed to the next stage, which is a series of tests. Fourth; Written test, interview, and teaching practice for educators. In the selection of educators and educational staff at RA Rahmah El Yunusiyah, the HR division of Perguruan Diniyyah Puteri conducts a series of tests. Starting from written tests, interviews, and teaching practices. Participants called for the series of written tests will include questions related to religious

knowledge, national insight, and general knowledge. In this administrative selection, emphasis is placed on having satisfactory transcripts in specific early childhood education courses. Then, applicants will undergo practical tests including religious practice and computer tests. After passing this series of tests and being declared successful, applicants will proceed to the teaching practice test, also known as microteaching. In this test, teaching practice is observed by the Head of the Education Department and the Principal of RA Rahmah El Yunusiyah. After passing the microteaching test, the final stage for applicants is a series of interviews with the head of the HR department, Perguruan Diniyyah Puteri (Yanti, 2024). Fifth; Psychological Test, specifically for the psychological test, applicants will be tested by the Diniyyah Counseling Center (DCC). This test aims to assess the personality of educators and educational staff. For RA Rahmah El Yunusiyah's teacher criteria, it is highly valued for educators to have a nurturing personality, speak with love, walk the right path, and demonstrate devotion in their teaching practices.

	<p>Al Fitrah Journal Of Early Childhood Islamic Education ISSN : 2599-2287 E-ISSN : 262235X Vol. 7, No. 2, Juli 2024</p>	<p>ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA RAHMAH EL YUNUSIYYAH Sri Intan Wahyuni¹, Tasya Sabila², Laili Ramadani³, Mu'ammarr Qadafi⁴</p>
---	---	--

1. The organization of education management and educational staff at RA Rahmah El Yunusiyah is conducted through employment contracts. This means all documents regulating the legal relationship between service users and service providers in the implementation of work (Muthmainnah, 2018). Its purpose is to affirm the rights and obligations of both the foundation and educators and educational staff. The employment contract process at RA Rahmah El Yunusiyah is carried out in the first three months. Employee contracts are established and updated annually to ensure the availability of teachers in the educational institution. The employment contract itself contains rights, obligations, and consequences for both educational staff and the foundation if either party violates these rights and obligations (Yanti, 2024). Employees who have been long-term contract employees can become permanent employees of the foundation if approved, with benefits such as free health access covered by the foundation.


2. Implementation. First; The implementation of the development of educators and educational staff is carried

out to nurture and enhance professionalism. Means of career development assessment include weekly work performance evaluations, semester-based training, both online and offline training, rotation, job rotations, promotions, and salary increases. The development program for educators and educational staff adapts to the foundation's capabilities. Second; Performance Evaluation is used to assess the performance of teachers to meet the standards set by the HR department of Perguruan Diniyyah Puteri. Performance evaluations for educators and educational staff are conducted regularly by the school principal once a week. The principal also conducts regular supervision according to the schedule once per semester. The principal observes and evaluates teachers by attending teaching hours and observing the teaching process and ADM assessments made by teachers (Yanti, 2024). Third; Rotation and job mutations. The system of mutation and rotation at RA Rahmah The management of education and educational staff at RA Rahmah El Yunusiyah is conducted through employment contracts as needed. Every semester, the school principal observes and evaluates teachers' performance during performance

evaluations. Based on the annual learning evaluation results discussed with the head of the education department, the principal decides on rotations and job mutations. During the rotation and mutation of educators and educational staff, the school principal considers teachers' abilities in handling the center-based learning system. If a teacher is less than optimal in managing a center-based class, the likelihood of rotation and mutation increases. Rotation and mutation of teachers are also based on testimonials from parents as consumers of the services provided by the school (Yanti, 2024). Fourth; Training and Education; this approach is carried out by managers and trainers to assist and develop employees' skills, aiming to enhance their capabilities (Cahya et al., 2021). RA Rahmah El Yunusiyah routinely provides training and education to its educators once per semester, organized directly by the Head of Perguruan Diniyyah Puteri together with the Diniyyah Training Center (DTC). Talented teachers during their teaching process also receive advanced training at Al Falah Jakarta school, which serves as a reference for the center-based system at RA Rahmah el Yunusiyah. Educators and educational staff also benefit from insights from experts in the

field of Islamic early childhood education who are directly invited by the school leadership (Yanti, 2024). The school principal also provides opportunities for teachers to receive training at both the city and provincial levels, organized by the Padang Panjang education office and the West Sumatra provincial government. Fifth; Promotion and Classification; Perguruan Diniyyah Puteri prioritizes the promotion and classification of educators and educational staff after considering their potential and capabilities through a process. First, assessments or assessments conducted by the school principal on teachers. This assessment covers four aspects: pedagogical, social, professional, and personality aspects of the teacher. This assessment prioritizes the communication used by teachers in the learning process. Second; the school principal submits the assessment file to the SDM of the Perguruan Diniyyah Puteri Padang Panjang which will be followed up with the submission of the official permanent employee or contract employee's Decree

3. **Awarding** Awarding is intended to serve as encouragement for educators and educational staff to strive for better performance and to enhance their motivation to improve their work (Fajar

	<p>Al Fitrah Journal Of Early Childhood Islamic Education ISSN : 2599-2287 E-ISSN : 262235X Vol. 7, No. 2, Juli 2024</p>	<p>ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA RAHMAH EL YUNUSIYYAH Sri Intan Wahyuni¹, Tasya Sabila², Laili Ramadani³, Mu'ammarr Qadafi⁴</p>
---	---	--

et al., 2018). Awards are given by the school principal every semester based on various criteria such as teacher attendance, parent satisfaction with teacher performance, and overall parent satisfaction with the teacher's performance. The school principal also awards recognition at the end of the academic year as a gesture of appreciation for their dedication throughout the year. Furthermore, educators and educational staff are honored with the Milad Diniyyah Puteri Award, which recognizes achievements at national and international levels, as well as for their service at RA Rahmah El Yunusiyah.

4. **Supervision** Discipline is key to the success of educational institutions. Mukhtar defines discipline among educators and educational staff as the awareness and willingness of individuals to adhere to rules and all applicable social norms (Mukhtar, 2019). RA Rahmah El Yunusiyah instills good discipline among educators and educational staff, particularly in terms of punctuality during the learning process—from arrival, through teaching, to the departure of students and the final assessment process. Adherence to schedules is crucial for maintaining discipline within RA

Rahmah El Yunusiyah. To enforce discipline among educators and educational staff, rules regarding sanctions are established for violations within the RA Rahmah El Yunusiyah environment. For a first offense, educators and educational staff receive a reprimand from the school principal. If the violation concerns punctuality issues, the school principal issues a warning letter (SP 2). For serious and severe violations, warning letters (SP 3 and 4) are issued by the SDM, Perguruan Diniyyah Puteri. Serious and severe violations may result in the termination of employment (PHK) for educators and educational staff from RA Rahmah El Yunusiyah (Yanti, 2024). Furthermore, evaluation is a critical component in determining the quality of education in an institution to assess the success of its programs (Yanti, 2024). Evaluation indicators for educators and educational staff include competencies, performance, discipline, and attitude (Panjang, 2024).

5. **Termination** Termination for educators and educational staff at RA Rahmah El Yunusiyah, Padang Panjang, may occur due to retirement, resignation, or death. Retirement regulations for educators and educational staff at RA Rahmah El Yunusiyah follow the rules of the


Ministry of Religious Affairs and Perguruan Diniyyah Puteri, which stipulate retirement at the age of 60, or upon the completion of their tenure under the institution. Educators and educational staff entering retirement receive severance pay from the Rahmah El Yunusiyah Foundation (Yanti, 2024). Resignation from RA Rahmah El Yunusiyah requires submitting a resignation letter three months prior to departure to the school principal, followed by submission to the SDM division of Perguruan Diniyyah Puteri Padang Panjang. The SDM then issues a certificate indicating their tenure at Perguruan Diniyyah Puteri Padang Panjang, confirming the acceptance of their resignation by the institution. Finally, termination due to death follows the regulations of Perguruan Diniyyah Puteri Padang Panjang. Educators and educational staff at RA Rahmah El Yunusiyah who pass away during their tenure automatically lose their employee status. Those who pass away during their service at RA Rahmah El Yunusiyah receive bereavement benefits from BPJS Ketenagakerjaan.

CONCLUSION

Based on the research findings and discussions, the researcher draws the following conclusions:

Planning for educators and educational staff at RA Rahmah El Yunusiyah begins with needs analysis and concludes with the recruitment process. Organizing educators and educational staff at RA Rahmah El Yunusiyah starts with the signing of contracts for contract teachers, who may subsequently become permanent employees of the Foundation based on specific criteria and regulations established by Perguruan Diniyyah Puteri.

The implementation of management for educators and educational staff at RA Rahmah El Yunusiyah is evident through the school's actions in developing human resources, which include annual performance evaluations, job rotations and transfers, promotions, and educational training for educators and educational staff.


	<p>Al Fitrah Journal Of Early Childhood Islamic Education ISSN : 2599-2287 E-ISSN : 262235X Vol. 7, No. 2, Juli 2024</p>	<p>ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA RAHMAH EL YUNUSIYYAH Sri Intan Wahyuni¹, Tasya Sabila², Laili Ramadani³, Mu'ammarr Qadafi⁴</p>
---	---	---

Supervision of management for educators and educational staff at RA Rahmah El Yunusiyah is implemented through the awarding of recognition, enforcement of discipline, and work evaluations.

Termination of educators and educational staff at RA Rahmah El Yunusiyah occurs through retirement, resignation, and death

REFERENCES

- Baslini, B. (2023). Peran, Tugas dan Tanggung Jawab Manajemen Pendidikan. *Journal of Innovation in Teaching and Instructional Media*, 2(2), 109–115.
<https://doi.org/10.52690/jitim.v2i2.276>
- Cahaya, A. D., Rahmadani, D. A., Wijiningrum, A., & Swasti, F. F. (2021). Analisis Pelatihan dan Pengembangan Sumber Daya Manusia. *YUME : Journal of Management*, 4(2), 230–242.
<https://doi.org/10.37531/yume.vxix.861>
- Fadli, M. R. (2021). Memahami desain Hasna, F., Qadafi, M., & Islam Negeri metode penelitian kualitatif. *Humanika*, 21(1), 33–54.
<https://doi.org/10.21831/hum.v21i1.38075>
- Fajar, H., Yuniarsih, T., & Ahman, E. (2018). 12979-27203-1-Sm. 9(1), 35–43.
- Mataram, U. (2021). *Islamic EduKids: Jurnal Pendidikan Anak Usia Dini MANAJEMEN PENDIDIK DAN TENAGA KEPENDIDIKAN DI TK NEGERI 3 TALIWANG*. 3(2), 1–8.
- Karadağ, M., Altınay Aksal, F., Altınay Gazi, Z., & Dağlı, G. (2020). Effect Size of Spiritual Leadership: In the Process of School Culture and Academic Success. *SAGE Open*, 10(1).
<https://doi.org/10.1177/2158244020914638>
- Lina, R. (2020). Pengaruh Rekrutmen Terhadap Kinerja Karyawan. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 3(3), 281–290.
<https://doi.org/10.5281/zenodo.3930694>
- Mukhtar, A. W. (2019). Manajemen Personalia Dalam Meningkatkan Kedisiplinan Guru di MIN Kamal Bangkalan. *Jurnal Dinamika Manajemen Pendidikan*, 1(2), 123.
<https://doi.org/10.26740/jdmp.v1n2.p123-140>
- Muthmainnah. (2018). No Title. *Jurnal Teknik Sipil, analisis kontrak kerja produksi pada proyek rehab bengkel untuk ruang widyaiswara penyuluh dan lab it di dinas pangan*, 1–8.
- Panjang, P. D. P. P. (2024). *SDM Perguruan Diniyyah Puteri*.
- Sanda, Y., Warman, W., Pitriyani, A., & Yesepa, Y. (2022). Peningkatan mutu perguruan tinggi melalui manajemen pendidik dan tenaga kependidikan. *Jurnal Akuntabilitas Manajemen Pendidikan*, 10(1), 85–94.
<https://doi.org/10.21831/jamp.v10i1.47855>
- Stocks, N. (2016). 濟無No Title No Title No Title. 1–23.
- Sukur, P., Iman Rudinah, M. N., & Nurlaili, N. (2023). Manajemen Pendidik Dan Tenaga Kependidikan Di Sekolah Perusahaan. *JDMP (Jurnal Dinamika Manajemen Pendidikan)*, 7(2), 143–153.
<https://doi.org/10.26740/jdmp.v7n2.p143-153>
- Tisnawati, V., Soekmadi, R., & Kartono, A. P. (2019). Analisis kebutuhan pegawai di Balai Taman Nasional Alas Purwo. *Jurnal Pengelolaan Sumberdaya Alam*

	<p>Al Fitrah Journal Of Early Childhood Islamic Education ISSN : 2599-2287 E-ISSN : 262235X Vol. 7, No. 2, Juli 2024</p>	<p>ENHANCING PRESCHOOL INSTITUTION PERFORMANCE THROUGH STRATEGIC PERSONNEL MANAGEMENT: INSIGHT FROM RA RAHMAH EL YUNUSIYYAH Sri Intan Wahyuni¹, Tasya Sabila², Laili Ramadani³, Mu'ammarr Qadafi⁴</p>
---	---	--

Dan Lingkungan (Journal of Natural Resources and Environmental Management), 9(2), 366–379.
<https://doi.org/10.29244/jpsl.9.2.366-379>
View of Pengembangan Buku Pedoman Rekrutmen Tenaga Pendidik Pos PAUD Terpadu (2). (n.d.).
Yanti. (n.d.). *No Title.*
Yanti. (2024). *No Title.*