

The Implementation of Personnel Management to Produce Good Quality of Education

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Abstract

The purpose of this research is to: 1) To describe the implementation of personnel management to produce good quality of education at SMK PGRI 2 Ponorogo. 2) to describe the quality of education at SMK PGRI 2 Ponorogo. 3) To describe the supporting and obstacle factors in implementation of personnel management at SMK PGRI 2 Ponorogo.

This study uses qualitative methods through field research. In collecting the data, researchers using three methods, interview method, observation method, and documentation method. In analyzing data, researchers use model analysis of Miles & Huberman, namely, data reduction, data display, and verification.

The results of this study are: 1) Personnel management at SMK PGRI 2 Ponorogo has been managed as well as possible through, personnel planning, personnel recruitment, personnel selection, personnel appointment, personnel placement, personnel maintenance, personnel development, personnel termination, personnel termination, and personnel approach. 2) A good education quality standards based vocational education in this school are: many graduates are absorbed in the industrialized world, educators or instructors have successful experience in the application of skills and knowledge, school environment are replica of industry, practical tools standardized by industrial world, many in cooperation with the industrial world, as well as the performance of graduates in accordance with the expectations of the industry. 3) The supporting factors in implementation of personnel management at SMK PGRI 2 Ponorogo is: teachers placement adjusted with the competencies, teachers are given freedom to improve their quality, the harmonious school environment, practical tools standardized by industrial world, teacher's welfare is guaranteed. While the obstacle factor is: gain training and development that have ever been held before, a broken practice tools when teaching and learning activities, and the presence of teacher who are less able to manage class well.

Key Words: Personnel Management, Quality of Education, Education Management

Abstrak

Tujuan penelitian ini adalah untuk: 1) Untuk mengetahui pengelolaan personalia dalam menghasilkan mutu pendidikan yang baik di SMK PGRI 2 Ponorogo. 2) Untuk mengetahui mutu pendidikan yang ada di SMK PGRI 2 Ponorogo 3) Untuk mengetahui faktor pendukung dan penghambat dalam pengelolaan personalia di SMK PGRI 2 Ponorogo.

Penelitian ini menggunakan metode kualitatif melalui penelitian lapangan. Dalam pengumpulan data, peneliti menggunakan tiga metode, yaitu metode interview, metode observasi, dan metode dokumentasi. Sedangkan dalam menganalisa data, peneliti menggunakan model analisis Miles & Huberman yaitu, reduksi data, penyajian data, dan verifikasi.

Hasil penelitian menunjukkan: 1) Pengelolaan manajemen personalia di SMK PGRI 2 Ponorogo tahun ajaran 2016-2017 sudah dikelola dengan sebaik mungkin melalui perencanaan personalia, perekrutan personalia, penyeleksian personalia, pengangkatan personalia, penempatan personalia, peneliharaan personalia, pengembangan personalia, pemberhentian personalia, pemberian dana pensiun, dan pendekatan personalia. 2) Standar mutu pendidikan yang baik menurut pendidikan kejuruan yang ada di sekolah ini diantaranya: banyaknya lulusan yang terserap di dunia industri, tenaga pendidik atau instruktur mempunyai pengalaman yang sukses dalam penerapan ketrampilan dan pengetahuan, lingkungan sekolah replika dunia kerja, alat praktikum berstandar dunia industri, banyak bekerjasama dengan dunia industri., serta performa kinerja lulusannya sesuai dengan harapan dunia industri 3) Faktor pendukung pelaksanaan manajemen personalia di sekolah ini yaitu penempatan guru disesuaikan dengan keahliannya, guru diberi kebebasan dalam meningkatkan kemampuannya, suasana sekolah yang harmonis, alat praktek berstandar dunia industri, kesejahteraan guru dan karyawan yang sesuai. Sedangkan faktor penghambatnya yaitu mendapatkan materi pelatihan yang sudah pernah diadakan sebelumnya, dan adanya guru yang kurang bisa mengelolah kelas dengan baik.

Kata Kunci: Manajemen Personalia, Mutu Pendidikan, Manajemen Pendidikan,

Introduction

Every organization has specific work activities to achieve the goals of the organization, one of the activities is management. Management is the most important process in any organization, basicly, management is dealing with the goals, working patterns, and human resources.

The management is a series of various activities fair that person based on the

norms that have been established and in its implementation has links and intertwined with the other. This is done by the people or some people in the organization and was given task to carry out the activities. ¹

Personnel is the only resource that has a sense of feeling, desire, skill, knowledge, encouragement, power and work. all the personnel potential effect on the organization's efforts in achieving the objectives. However the rapid advancement of technology, the development of information, availability of capital and inadequate materials, if no personnel is difficult for the organization to achieve their purpose.²

personnel are all members of the organization that works for the benefit of the organization is to achieve a purpose which is already specified. personnel education organizations include teachers, employees, and representatives of students. Including also the managers of the education that may be held by some teachers.³

Personnel management is the whole process of restructuring that has to do with the problem of obtaining and using labor for and in schools with efficient, to achieve the purpose or goals of the school that has been set before.⁴

Personnel management is an important part of education management, personnel management has an important role in the development of an institution. because of its own personnel management related with individuals that exist within the agency that runs the system, especially educators are directly assigned in the field with high demands, which produces high quality output.⁵

An organization will not be able to run properly if it is not offset by good managerial system, especially the personnel management. because man is the most important element that must exist within an organization, especially education organization, where the organization is both the subject and the object is a human.⁶

because even where educational resources that other browsers, such as the funds are insufficient, rich media, teaching materials available, infrastructure is good, the learning environment supports, but is not supported by personnel who are well organized, it can be ascertained that the viability of such an organization is not will be long.⁷

Although conceptually it is said that personnel education is the key to success of education, if personnel has good competence and dedication although other educational resources less complete or some of them not available the implementer of education will still

1 Tim Dosen Administrasi Pendidikan Universitas Pendidikan Indonesia, Manajemen Pendidikan, (Bandung : Alfabeta, Cetakan ke-7, 2014), hlm. 87

2 Edy Sutrisno, Manajemen Sumber Daya Manusia, (Jakarta: Kencana Prenada Media Group, 2009), hlm. 3

3 Made Pidarta, Manajemen Pendidikan Indonesia, (Jakarta: Rineka Cipta, 2011), hlm. 112

4 Suharsimi Arikunto dan Lia Yuliana, Manajemen Pendidikan, (Yogyakarta: Aditya Media, 2009), hlm. 215

5 Rohiat, Manajemen Sekolah, (Bandung: PT Reflika Aditama, 2012), hlm. 37

6 E. Mulyasa, Manajemen Berbasis Sekolah, (Bandung: PT Remaja Rosdakarya, 2002), hlm. 37

7 Hikmat, Manajemen Pendidikan, (Bandung: CV. Pustaka Setia, 2009), hlm. 68

be able to do their job with their initiative and creativity will be able to bring the student in the learning process a relatively good.⁸

In education, personnel management role is very significant, which with careful planning, proper recruitment, employee development that is sustainable, appropriate compensation system and personal placement in the right positions, will greatly help accelerate the growth of an educational institution. Because if the institution had been handled by those who are truly competent and professional then of course what is the vision and mission of the institution will be easily realized.⁹

According to the law on the national education system chapter 2 article 3 it is said that : National education serves to develop the ability to form character and the civilization of the peoples dignity in the framework of the intellectual life of the nation, aiming to the development potential of learners in order to become a man of faith and piety to God Almighty, precious, healthy, have learned, accomplished, creative, independent, and become citizens of a democratic and responsible.¹⁰

Thus education is a planned system to create man completely. The education system has developed basic, including consists of : learners field, educators field, curriculum field, infrastructure field, financial sector, the partnership with the community, and the field of guidance and special services.¹¹

Quality of education is not seen from the grandeur of the facility which is owned, but the extent to which graduates of an education can build as human as the educational stages plenary. Quality of education depend on term of inputs, processes, outputs, and outcomes. Input quality education is teacher quality, teacher learners, curriculum quality, quality facilities, and various aspects of organizing education quality. The process quality of education is the learning process of quality. The output quality is the education graduates who have the required competencies. And the outcome of quality education is graduates who are able to continue to higher education degrees or absorbed in the world of business or industry world.¹²

In the town of Ponorogo, exactly there is one private vocational school located on street Soekarno Hatta, the name of the school is : Vocational High School or SMK PGRI 2 Ponorogo. with one of its mission, namely preparing graduates who are able to fill the needs of the business world and the world of industry. There are two things that make it attractive school, for first many graduates from this school are absorbed or

8 Made Pidarta, *Manajemen Pendidikan Indonesia*, (Jakarta: Rineka Cipta, 2011), hlm. 114

9 Muhammad Saroni, *Manajemen Sekolah Kiat Menjadi Pendidik Yang Kompeten*, (Yogyakarta: r-Ruzz, 2006,hlm.58

10 Anwar Arifin, *Memahami Paradigma Baru Pendidikan Nasional*, (Jakarta : Ditjen Kelembagaan Agama Islam Depag, Cetakan Ketiga, 2003), hlm. 37

11 Hadari Nawawi, *Administrasi Pendidikan*, (Jakarta : PT Gunung Agung, Cetakan Kedua, 1983), hlm. 72

12 Tim Dosen Administrasi Pendidikan Universitas Pendidikan Indonesia, *Manajemen Pendidikan*, (Bandung : Alfabeta, Cetakan ke-7, 2014), hlm. 287-288

accepted at business world and industrial world. There's always an increase of graduates who accepted and absorbed in the world of industry and the corporate world. Second, this school many collaborating, cooperating, and partnering with a big company scale national and international, such as AUTO 2000, PT JIAEC Japan ¹³ other than that related to the development of teachers quality participated training, seminar, and training of trainer and employees at this school adjusted to the portion of the school and his wages in accordance with the regional minimum wage

Although conceptually it is said that personnel education is key to the success of education, the fact that they have received less attention, less handled by managers. Working meetings, seminars, and discussions on education mostly just discuss course curriculum, especially about teaching and learning. But how to keep the learning process generated by the seminar can be carried out by teachers almost never cared for. This seems to be the cause of the failure of innovation in teaching and learning. And also not all educational institutions receive and have the education personnel are insufficient. anyway personnel were not many qualified with their own competence. Some workers placed on positions are less suitable. still so many personnel are not getting a decent welfare.

Keep in mind that the productivity of education is determined by the management of personnel, their work habits and practices. If the personnel have the habit of working effectively and efficiently will be able to increase and productivity, conversely if they have a habit of working leisurely and less scrupulous would be detrimental to the organization. Therefore, departing from the background writer interested to hold a research by taking the title "*The Implementation of Personnel Management To Produce Good Quality of Education at Vocational High School PGRI 2 Ponorogo*"

Theoretical Framework And Data Display

1. The Concept of Personnel Management

Management in English to manage it means set up or manage. In the specific sense means lead and leadership, it is activities performed to manage the institution and organization it is lead and execute leadership in organizations. The men who led the organization called managers. ¹⁴

Discussion of the management with regard to the process of planning, organizing, leadership, and control of , which there are efforts from member organizations to achieve the objectives that have been assigned together. Overall, the process management is a management function. ¹⁵

The management is a science and art regulate the utilization of human

13

14 Hikmat, Manajemen Pendidikan, (Bandung: CV. Pustaka Setia, Cetakan 1, 2009), hlm. 11

15 Ibid, hlm. 12

resources and other resources effectively and efficiently to achieve a particular purpose. This management consists of six elements namely: men, money, methods, materials, and market.¹⁶

The human element is developed into a management science called human resources management which is a translation of the man power management. Management which regulates the human element is called it management staffing or personnel management. The equation of human resource management with personnel management is both the science that governs the human element within an organization, in order to materialize the objectives of the Organization.¹⁷

Human resource is one of a very important resource in education. In the world of education human resources known by the term educators and educational personnel.

While the notion of personnel management in the terms expressed by many experts. among which suggests it is made Pidarta quoting the opinion evans, personnel management is part of management attention to individual persons within the organization, which is one of the sub-system management.¹⁸ While according to Edwin B. Flippo personnel management is more likely to interpret the personnel management function itself, namely planning, organizing, directing, and controlling over the procurement of labor, development, compensation, integration, maintenance, and termination of work with human resources to achieve the goals of individuals, organizations, and society.¹⁹

While Drs. Manullang as quoted by Slamet Saksosno argues, that personnel management is the art and science of planning, executing, controlling labor to achieve the goals that have been determined before, with the death of self satisfaction at workers.²⁰

Whereas Hadari Nawawi gives the definition of personnel management is the process of use of human labor as manpower in an attempt at cooperation.²¹ According to Burhanuddin, Special Administration or personnel management services setup in choosing, lifting, placing, guiding, and supervising, even up to the process of termination, mutation and also the promotion of employees either teacher or employee of the school.²²

In the school-based management, personnel management as educational

16 Malayu S.HLM. Hasibuan, *Manajemen Sumber Daya Manusia*, (Jakarta: PT Bumi Aksara, 2003), hlm. 9

17 Ibid, hlm. 10

18 Made Pidarta, *Manajemen Pendidikan Indonesia*, (Jakarta: Bina Aksara, 1989), hlm. 117

19 Edwin B. Flippo, *Manajemen Personalia Jilid 6*, (Jakarta: Erlangga, 2003), hlm. 3

20 Slamet Saksosno, *Administrasi Kepegawaian*, (Yogyakarta: Kanisius, 1993), hlm. 13

21 Hadari Nawawi, *Administrasi Pendidikan*, (Jakarta: Haji Masaagung, 1988), hlm. 65

22 Burhanuddin, *Analisis Administrasi Manajemen dan Kepemimpinan Pendidikan*, (Jakarta: Bumi Aksara, 1994), hlm. 58

personnel management which aims to utilize educational personnel effectively, efficiently, to achieve optimal results, but remain in pleasant conditions.²³

From the description above regarding the definition of personnel management, it can be concluded that personnel management is the management of all activities, exploiting the full potential of personnel in agencies to utilize it effectively, efficiently, in order to achieve the educational goals that have been implemented by the agency for a certain period, which are included in the management functions that accompany it, including planning, procurement, construction and development, promotion, transfer, dismissal, compensation, employee evaluation.²⁴

In the environment education institutions, manpower/employees can be divided into two groups as follows:

- a. Educational personnel/ teachers/ lecturers/ teachers, namely the personnel implementing the process of teaching and learning and other educational activities.
- b. Administrative power or energy non educational Administrative power or energy non-educational / non teacher/ non lecturer, personal that is not directly on duty realize the teaching and learning process, among others include employees of jurisprudence, laboratory employees, finance driver, library employees and others.²⁵

In the education organization educators and educational personnel is a potential human resources who participate in realizing the purpose of national education.²⁶ Personnel management is the whole setup process with the relevant problems acquiring and using labor to efficiently and at school, in order to achieve the objective of the school that was specified earlier.²⁷

The types of personnel in the school there are a few, if reviewed from the task:²⁸

- a. Educators
 - b. Functional educational personnel
 - c. Technical personnel of education
 - d. Educational managerial units
- c . Administration Personnel

Why are the executors of education or educational personnel that need to be

23 E. Mulyasa, *Manajemen Berbasis Sekolah*, (Bandung: Rosda Karya, 2002), hlm. 42

24 Tim Dosen Administrasi Pendidikan Universitas Pendidikan Indonesia, *Manajemen Pendidikan*, (Bandung : Alfabeta, Cetakan ke-7, 2014),

hlm. 233

25 Hadari Nawawi, *Administrasi Pendidikan*, (Jakarta : PT Gunung Agung, Cetakan Kedua, 1983), hlm. 65-66

26 Tim Dosen Administrasi Pendidikan Universitas Pendidikan Indonesia, *Manajemen Pendidikan*, hlm. 230

27 Suharsimi Arikunto dan Lia Yuliana, *Manajemen Pendidikan*, (Yogyakarta: Aditya Media, 2009), hlm. 215

28 Suharsimi Arikunto dan Lia Yuliana, *Manajemen Pendidikan*, hlm. 216

taken care of? because while he is one of the sub-system management needs the same attention to the management of other sub-systems, he is the key to educational success. people in educational organizations is the determinant of the success or failure of education. because although other sources of complete education, such as sufficient funds, the complete media, teaching materials available, good infrastructure, a rich learning environment, but the executors of education is not competent and dedicated not necessarily educational goals will be achieved. Not many students are able to learn without teacher or lecturer.²⁹

Whereas if the education personnel have the competence and dedication of good although the resources of other educational incomplete or some thereof are not available, the implementers of education will still be able to carry out their duties. With initiative and creativity they will be able to bring students into the learning process is relatively good.³⁰

Personnel management in education is a set of practices and methods of integrating and maintaining the teaching staff in the school so that the school can achieve their purpose and as well as meet the goals for which they were established. It is motivation and coordination of the activities and effort of the teachers in school in order to obtain maximum output from them and consequently achieve the goals of education optimally. The functions include the following:³¹

- a. Staff Maintenance, This concern making the work environment conducive for workers, pertinent practices include; promotion and transfer, motivation, staff safety, security and health services.
- b. Staff Relations, There must be a good communication network in the school to enable workers to be constantly informed of the progress being made in the school. Workers should be encourage by recognizing the staff as human beings with feelings, interest, needs and emotions and treating them as such with fairness and respect.
- c. Staff Development, This is the process of appraising staff performances and identifying their key skills and competence that need development or training to improve their skills for better performance. It involves providing development programme and training courses that are suitable for the programme.
- d. Procurement of Staff, Human resource management functions start with the process of recruitment and selection by which educational institutions get the best personnel to interpret and implement the curriculum programmes.

29 Made Pidarta, *Manajemen Pendidikan Indonesia*, hlm. 113

30 *Ibid*, hlm. 114

31 Chinyere A. Omebe, *Huma22n Resource Management In Education*, *British Journal of Education*, Vol. 2, No. 7, December 2014 hal. 28-29

e. Job Performance Rewards, This involves the design and administration of rewards for jobs performed.

2. The implementation of personnel management

a. Personnel Planning

The Process of personnel planning in SMK PGRI 2 Ponorogo is done by the head of competence skills by noting some point and count the number of teachers needed for the next, and give it to the head deputy of curriculum after that, the head deputy of curriculum to analyze and approve it with the knowledge of the principal of school.³²

b. Personnel Recruitment

Recruitment of personnel in SMK PGRI 2 Ponorogo adjusted to the skills and needs, and adjusted with some requirements and criteria of each program expertise existing in SMK PGRI 2 Ponorogo. There are several requirements that must be met by applicants in SMK PGRI 2 Ponorogo include: a cover letter that contains a curriculum vitae, photograph ID card, work experience, minimum educational s1, have specific expertise, and also must understand IT.³³

c. Personnel Selection

In the process of selecting personnel in SMK PGRI 2 Ponorogo, opened by the curriculum and then by calling each head competency skills in order to select and choose applicants who fulfill the required criteria. And all of that with the knowledge of the principal. After applicants stated that they were accepted, at new year academic they were invited to the school to be introduced to all the staff and teachers at SMK PGRI 2 Ponorogo.³⁴

d. Personnel Appointment or Trial Period

For a trial period the new teacher's own authority and right alike is no different, with longtime who were personnel in SMK PGRI 2 Ponorogo. At triad period itself, the new teacher observed with report some assessment paper. How is their performance, ethos, dicipline the way they socialize everything is monitored by the assessment paper.³⁵

The trial period of the new teachers lasts for one full year, they were monitored for one year. If in a year they often leave the existing activities at SMK PGRI 2 Ponorogo, then when there is development and training of human resources

32 The results of interview 06/W/ 20-IV/ 2017

33 The results of interview 07/W/ 20-IV/ 2017

34 The results of interview 08/W/ 20-IV/ 2017

35 The results of interview 04/W/ 18-IV/ 2017

they are not upgrades. So for the next year of their status as teachers reconsidered. Reference or marker make new teachers pass the trial period is work ethos, presence, can work together with team, can adapt to the environment of this school.³⁶

e. Personnel Placement

The placement of personnel conducted in accordance with the competencies possessed by the teachers and by looking at how many teachers does it take to improve and create good quality of schools. The competency itself means the teacher is really understand, master, responsible as well as focus on engine chassis and brakes and automatic transmission behind it all there must be willingness and ability were the basis of personnel placement in SMK PGRI 2 Ponorogo. And it is true, based on the results of observation when researcher observe each workshop the teachers guide students to evaluate and supervise the practice that is being in each each workshop practice. Not only in the workshop also when students want to exercise, researchers see there was a gym teacher who gave examples of gymnastics movement.³⁷

f. Personnel Maintenances

Authority for giving the welfare and maintenance of personnel held absoltely by the principal of school. The results of interview with the principal of SMK PGRI 2 Ponorogo, according to him, worthy or less like giving welfare in this school already above worthy. Due to the existence of periodic salary system then which of the other schools hourly salary of the teacher they were below 25000 rupiah, for SMK PGRI 2 ponorgo their own hourly already sixty thousand rupiah, and also there is a salary thirteen, and certainly they are Umroh welfare programs for teachers and employees with working criteria above 15 years.

g. Personnel Development

For training and development of personnel in SMK PGRI 2 Ponorogo have often occurred. Even for training personnel ranging from teacher subject C1 C2 C3. SMK PGRI 2 Ponorogo conduct training and also attend training organized by him. And share some new knowledge that may useful for any other schools.³⁸

Teachers and employees given freedom in following training and development within and outside the school with the aim of improving their competence. For schedule a training program in SMK PGRI 2 Ponorogo it is not scheduled, but for programs is exist. The schedule is not appropriate due to waiting for an invitation from a couple of companies in Indonesia alone, and it was based on the need when

36 The results of interview 04/W/ 18-IV/ 2017

37 The results of observation 05/O/ 05-V/ 2017

38 The results of interview 09/W/ 24-IV/ 2017

there are new technologies coming out the SMK PGRI 2 Ponorogo attend the training and hold it. Based on the observation for training in SMK PGRI 2 Ponorogo their training when there are new technologies such as the training of trainers held by Toyota, on the training to discuss and practice about the working system of engine management systems such as common rail systems are a kind of sewer gas new engine made by toyota.

h. Personnel Termination

For termination of personnel in this school because, could not be invited to come forward in improving the quality of education in this school, not discipline, do not obey the rules at school, mutation, and also for the other reason join her husband and resign.³⁹

The implementation of the personnel termination at the end of academic year school with aim for the advancement and improvement of education quality in this school. Termination proceesed by good, family, and harmonious.⁴⁰

i. Personnel Retirement

The procedure for retired teachers and employees are calculated at least has served in this school 20 years and and amount to half his salary. 20 years earlier also become the determining factors big or small the giving funds retired.⁴¹

The benefits and purpose of the gift a retired in this school is as a form of existence for their devotion in this school, they also keep the good name of this school. because in SMK PGRI 2 Ponorogo super leader does not apply, the school uses a super team. Retirement funds given to all personnel without any distinction

j. Personnel Approach

To approach the existing personnel in these schools through the creation of relationships and good communication between one unit with another unit everything there is a connection with each other. An example office related with guidance counseling, guidance counseling related with donations coaching education room, donation coaching education room related with the office of student. And it continues to go on in order to create harmony.⁴²

The form of the existing personnel approach in SMK PGRI 2 Ponorogo is with activities such as joint gymnastics. The purpose of the together activity itself, if everything is done by together it will be lighter. then comes familiarity with each other,

39 The results of interview 02/W/ 10-IV/ 2017

40 The results of interview 02/W/ 10-IV/ 2017

41 The results of interview 11/W/ 24-IV/ 2017

42 The results of interview 03/W/ 10-IV/ 2017

departing from the familiarity of the work will be more efficient.

3. The supporting and obstacle factor in implementation of personnel management

a. The supporting factor, among others:

- a) The placement of teacher are adjusted with the competencies⁴³
- b) Teachers are given the freedom to improve and develop their quality as human resources with the aim of improving the quality of education⁴⁴
- c) The harmonious school environment
- d) Practical tools and infrastructure that already high tech and already standardised by industrial world⁴⁵
- e) Maintenance teachers and employee are already guaranteed⁴⁶

b. The obstacle factor, among other:

- a) Gain knowledge of training and development that have ever been held before
- b) The presence of teachers who are less able to manage class well⁴⁷

4. Quality of Education at SMK PGRI 2 Ponorogo

Based on interviews and observations, researchers found these schools strategy in generating the good quality of education:

- a. Teachers are assigned to intern at industrial company
- b. Teachers assigned to participate in training trough training of trainer
- c. knowledge for training and development are adapted to technological developments that exist at industrial company
- d. Speakers directly, come from people who are experts in their fields
- e. In cooperation with the industry in order to expand the horizons of new technologies and the distribution of graduates
- f. Environment of teaching and learning activities in this school is a replica of the environment where later he will work

The system of indicators of quality in education, as well as the quality criteria associated with the indicators, help schools to point out the important areas of their own activities-their own advantages and disadvantages and development opportunities. The indicators are grouped into specific topics they are: curriculum, achievement, leaning and teaching, school ethos, and resource.⁴⁸

43 The results of interview 05/W/ 20-IV/ 2017

44 The results of interview 09/W/ 24-IV/ 2017

45 The results of interview 05/W/ 20-IV/ 2017

46 The results of interview 10/W/ 24-IV/ 2017

47 The results of observation 06/ Research-O/ 08-V/ 2017

48 Suzana Vlastic, et al, Quality Management In Education Interdisciplinary Management Research, hlm. 569

Based on interviews, observation and documentation, The standard of good quality of education according to vocational education in this school through:

- a. The large number of graduates are received or absorbed in the industrialized world
 - b. The teacher has had a successful experience in the application of skills and knowledge on the operation of the work process will start
 - c. Environment of teaching and learning activities in this school is a replica of the environment where later he will work
 - d. Facilities at this school already uses HIGH TECH facilities for practice and in accordance with standard industry practice
 - e. Many partnering or cooperation and maintaining good close relationships with the industry or work⁴⁹
 - f. The graduation from this school can work in accordance with the performance are expected by the industry.
5. The supporting and obstacle factors in implementing personnel management at SMK PGRI 2 Ponorogo

In any activity will not be separated from a variety of factors that will influence both positive and negative. in support of an activity would have an impact or a positive impact and vice versa.

a.The supporting factors:

- 1) The placement of teachers are adjusted with the competencies
- 2) Teachers are given the freedom to improve and develop their quality as human resources with aim of improving the quality of education
- 3) The harmonious school environment
- 4) Practical tools and infrastructure that already high tech and already standardised by industrial world
- 5) Maintenance teachers and employee already guaranteed

b.The obstacle factors:

- 1) Gain knowledge of training and development that have ever been held before
- 2) The presence of teachers who are less able to manage class well

Conclusions

Base on the discussion in the previous chapters in this thesis, so the researcher would like to describe conclusion as follows:

⁴⁹ The results of document 01/D/12-IV/ 2017

1. personnel management at SMK PGRI 2 Ponorogo has been managed as well and good as possible through, personnel planning, personnel recruitment, personnel selection, personnel appointment, personnel placement, personnel maintenances, personnel development, personnel person termination, personnel retirement, and personnel approach.
2. The standard of good quality of education according to vocational education in this school through: : the large number of graduates are accepted and absorbed in the industrialized world, the teacher has had a successful experience in the application of skills and knowledge or the operation of the work process will start, environment of teaching and learning activities in this school is a replica of the environment where later he will work, facilities at this school already uses high tech facilities for practice and in accordance with standard industry practice, many partnering or cooperation and maintaining good relationships with the industry or work, and the graduation from this school can work in accordance with the performance are expected by the industry.
3. The supporting and obstacle factor
 - a. The supporting factors include:
 - 1) Teacher placement actijusted with the competencies
 - 2) Teacher are given freedom to improve their quality
 - 3) The harmonious school environment
 - 4) Practical tools standarised by industry world
 - 5) Teachers' welfare is guaranteed
 - b. The obstacle factors include:
 - 1) Gain training and development that have ever been held before.
 - 2) The presence of teacher who are less able to manage class well

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