

THE ROLE OF LEADERSHIP IN IMPROVING THE ENGAGEMENT AND PRODUCTIVITY OF HUMAN RESOURCES IN EDUCATIONAL INSTITUTIONS

Joulanda A.M Rawis¹, Henny N. Tambingon², Jeffry S.J Lengkong³

^{1,2,3} Universitas Negeri Manado, Minahasa, Indonesia

Email: joulanda_rawis@unima.ac.id, hennytambingon@unima.ac.id,
jeffrylengkong@unima.ac.id

ABSTRACT

Human resources are an important aspect for the sustainability of an organization, including educational institutions. The existence of human resources helps educational institutions to achieve their goals. The success of educational institutions is closely related to the role of leadership in managing their human resources. The purpose of this study is to analyze the role of leadership in improving the engagement and productivity of human resources in educational institutions. The research method used is a qualitative method with data collection techniques using literature review, namely with the support of various literature studies. After the data is obtained, the data is analyzed with three stages, namely data reduction, data presentation, and conclusion drawing. The results showed that the role of leadership in increasing the involvement and productivity of human resources in educational institutions is vital, because effective leaders are able to create a work environment that supports and motivates educators and staff. By providing clear direction, constructive feedback and facilitation of skill development, strong leadership can improve overall team commitment and performance, making leadership a decisive factor in achieving greater educational goals.

KEYWORDS Leadership, Human Resources, Educational Institutions



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How to cite: Joulanda A.M Rawis, et al. (2024). The Role Of Leadership In Improving The Engagement And Productivity Of Human Resources In Educational Institutions. *Journal Eduvest*. 4 (10): 9654-9660
E-ISSN: 2775-3727
Published by: <https://greenpublisher.id/>

INTRODUCTION

One of the main challenges in various institutions in Indonesia is low labor productivity. The country needs to develop various advantages that can compete, especially in creating human resources that have productive and professional qualities. The role of human resources, as well as technology, has an important position in ensuring the availability of goods and services. Awareness of the importance of productivity in improving welfare is evenly distributed throughout the world, because every aspect of human activity will experience increased benefits with higher productivity in producing goods and services (Hakim, 2020).

The importance of improving workforce productivity calls for the role of leadership, as effective leaders are able to provide motivation, clear direction, skill development, constructive feedback, recognition of contributions, and build a positive work culture. With the ability to manage conflict and stress, and provide the necessary support, strong leadership is able to mobilize teams to reach their full potential, overcome barriers to productivity, and create a workplace that participates in mutual improvement and success.

Every organization needs effective leadership. A leader is an individual who has the skills to direct and influence the views of others without the need for lengthy explanations. They are responsible for planning, coordination, experimentation, and supervision in achieving common goals. The influence of a leader in an entity determines the direction and future outlook that has been set together. Various aspects are crucial in achieving organizational goals, including the element of leadership or leader figure, which determines its success. Although an institution has competent personnel, without the right leadership, efforts to achieve organizational targets may not be realized properly (Seferti et al., 2022).

Leadership is considered the main force that drives change and creates a new culture in accordance with developments. Many parties believe that leadership has a close relationship with the success of an organization, with leaders having a dominant role in determining the direction and overall results of the organization (Murliana & Malihah, 2022). The performance of an organization often reflects the performance of leaders in managing and leading the organization, including in efforts to improve the engagement and productivity of human resources in educational institutions.

Previous research conducted by Hasba (2020) indicates that leadership is a prerequisite in various aspects of life, making it a necessary requirement in various walks of life. Educational institutions are currently facing intense competition, seen from various points of view. Therefore, the presence of leaders who are able to see the needs of each era is very important, namely individuals who have conceptions and are able to implement them in managerial actions, as well as having a sharp vision and sensitivity to changes in the ever-changing work environment. The presence of such leadership is expected to improve the overall performance of educational institutions.

According to research by Muflihah & Haqiqi (2019), the Principal at MI NU Raudlatut Tholibin Jepangakis Jati Kudus has demonstrated his skills in helping to

improve the quality of education with various roles, including as an educator, manager, administrator, supervisor, leader, innovator, and motivator. Due to its complex role, the principal needs to monitor and evaluate the achievement of the vision, mission, and programs implemented, with the aim of formulating and analyzing subsequent programs in order to achieve optimal results. On the other hand, as the main leader, the principal also continuously evaluates the performance of teachers, staff and the school environment to attract the attention of the community.

The novelty of this research is in digging deeper into the importance of the role of leadership in improving the engagement and productivity of human resources in educational institutions. The purpose of this study is to examine the role of leadership in helping to improve the engagement and productivity of human resources in educational institutions.

RESEARCH METHOD

This research adopts a qualitative approach that aims to provide a narrative description of the activities carried out and their impact on the lives of the research subjects. This qualitative approach is based on the philosophy of post-positivism, where the researcher functions as the main instrument, sample and data collection is carried out purposively and snowball, using various data collection methods such as triangulation, and data analysis is carried out inductively or qualitatively, with a focus on meaning rather than abstract aspects (Malahati et al., 2023). The data collection method used is a literature review, which involves reviewing references and literature related to the research theme that has been published by previous researchers (Hadi & Afandi, 2021). Furthermore, the data were analyzed through a research process including data reduction, data presentation, and drawing conclusions from the results of the analysis conducted.

RESULTS AND DISCUSSION

Organizational growth involves the strategic management of human resources, where the crucial role of human resources in the growth process is recognized. The success and efficiency in achieving organizational goals depends largely on the existence of a strong human resource foundation. the lack of human resources can be an obstacle in the process of growth and achieving organizational goals. Enhancing and developing a qualified workforce has importance for various types of organizations, both in the business and social realms. To achieve optimal work results, organizations need to be able to carry out human resource development as effectively as possible and ensure long-term sustainability, by ensuring that tasks or work are carried out effectively, efficiently, and in accordance with the needs of all parties involved (stakeholders) (Pahira & Rinaldy, 2023).

Human resources are one of the important assets in management that has a significant effect. Awareness of the importance of the role of human resources must be

owned by all aspects of management in the context of education management. The quality of human resources greatly affects whether or not the goals of an organization are achieved and the ability to complete tasks and fulfill organizational functions. The success of an organization depends on the quality of the individuals who make up its human resources, because the improvement of overall organizational performance can be seen as a result of improving its human resources. The development of human resources helps the organization in achieving the set goals, because qualified individuals are considered capable of carrying out various tasks with full responsibility. So that in achieving the goals that have been set, the commitment of leaders in developing human resources in the organization is very important (Apriliana & Nawangsari, 2021).

Work productivity plays an important role in achieving the goals desired by the company. The level of productivity affects all related aspects, including employees and companies; if productivity is high, it will benefit both companies and employees. Work productivity also reflects the work ethic of employees in the company (Parengkuan, 2019). The definition of work productivity involves various outcomes related to human resources, including the role of labor in a certain period of time. Productivity also describes the level of efficiency in the production of goods, often measured by dividing the output of production by the number of working hours required (Tobamba et al., 2023).

Leadership functions are positionally organized in work structures to support organizational subunits to achieve goals that have been set within a broader framework. Organizational goals serve as a guide for collective activities. The leadership process aims to interpret, define, identify, or articulate a vision to its followers, as well as facilitate processes at the Institute related to the desired goals (Suherman, 2019). Leadership is a combination of attitudes and behaviors that aim to influence subordinates so that they can work together in creating harmonious cooperation, taking into account efficiency and effectiveness to achieve predetermined work productivity (Abijaya et al., 2021). A competent leader will be able to provide direction, influence, and supervise team members to carry out tasks according to their instructions, with the hope of achieving organizational goals. Leaders and leadership are inseparable, forming a unity. Thus, a leader must have a strong leadership spirit (Pramudyo, 2013).

In the context of leadership, there are several elements and attitudes that are very important in achieving the goals of an organization. According to Gibb in Suhartono et al. (2020), there are 4 aspects that are related to each other, namely the personality of the leader, the group, followers with various needs, attitudes, and problems that arise, as well as situations that include physical conditions and group tasks. Leadership in an organizational context also requires sensitivity to the culture that exists within it. The various skills that a leader must have to help carry out his duties and responsibilities, the organization has great opportunities so that it can work well in achieving its goals. Thus, effective leaders are those who are able to influence the behavior of their team members (Faturahman, 2018). In carrying out their work as leaders, leaders often use unique methods or approaches according to their own leadership style (Fitriyana et al.,

n.d.). A leader has the freedom to apply an approach or style that suits their personal characteristics. Effective leaders will be able to influence their followers to achieve the desired goals (Latifah, 2021).

Effective leadership practices have a significant impact on human resource management (HRM), which in turn, contributes to improving educational standards. When visionary and goal-oriented leaders provide clear direction, they create an environment that enables the staff of educational institutions to reach their full potential. Good leadership inspires lecturers to pursue excellence in teaching and learning, providing the tools and motivation needed to continuously improve and adapt teaching methods to keep them relevant and challenging for students. (Nurdiana, 2023).

Quality human resources can actually be measured by the results of their work as expected. Quality does not only mean intelligence, but also includes qualifications required by the job, such as abilities, skills, attitudes and behaviors. In the context of education, teachers are one of the human resources most directly related to the education process. Therefore, a leader in an educational institution must consider various factors related to the quality of human resources so that the quality improvement program carried out can achieve the right and effective targets.

Human resource management plays an important role in the operations of educational institutions. Without effective management of human resources, organizations in general will have difficulty in achieving their goals, including educational institutions. Human resource management is considered a key element in management because human resources are the first element that needs to be managed before other elements. The role of human resource management in educational institutions is very significant in improving the quality of education, because good quality education comes from individuals who manage education itself, namely quality human resources (Hidayat, 2021).

Leadership in the field of education refers to a person's ability to influence, guide and direct others in the process of implementing and developing education and teaching, so that all activities can run effectively and efficiently towards the stated educational goals (Suherni et al., 2023). Human resource management has a very important role in educational institutions. Without effective management of human resources, an organization will generally experience difficulties in achieving its goals, and the same applies in educational institutions. Human resource management is considered a key element in management because human resources are the first element to be managed before other elements. The role of human resource management in educational institutions has a major contribution in improving the quality of education, because good quality education comes from individuals who manage education itself, namely quality human resources (Akilah, 2018).

Therefore, human resources play a very important role in the success of educational institutions in achieving the educational goals that have been set. The quality of education produced by the institution is strongly influenced by the abilities, skills and commitment of the human resources involved in it, especially the educators and education personnel. To optimize the contribution of these human resources,

effective leadership is needed. An educational leader who is able to understand, motivate and guide his or her staff will create a supportive work environment, trigger active engagement and increase their productivity. Good leadership will provide clear direction, constructive feedback and build good relationships with educational staff. Thus, the role of leadership in educational institutions is very important to help improve the engagement and productivity of human resources, so that educational goals can be achieved more effectively and efficiently.

CONCLUSION

The role of leadership in improving the engagement and productivity of human resources in educational institutions has great significance. Effective leaders can create a work environment that supports, motivates and inspires educators and support staff. By providing clear instructions, constructive feedback and building good relationships, strong leadership can strengthen the sense of belonging, engagement and commitment of all team members. In addition, quality leaders can also help identify and overcome barriers that hinder productivity, and facilitate the development of skills and capabilities needed to achieve greater educational goals. Thus, effective leadership can act as a driver for positive change and improved performance in educational institutions.

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