

# **OPTIMIZING EDUCATIONAL QUALITY IN PRIVATE MADRASAHs: THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT, ORGANIZATIONAL CULTURE, AND COMMUNITY PARTICIPATION IN PEKANBARU CITY**

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## **Abstract**

This study aims to determine the effect of human resource management, organizational culture, and community participation on the quality of education. This research was conducted in private Madrasahs throughout Pekanbaru City. This research is a quantitative research using a causal method, a path analysis technique approach. Respondents to this study were the heads of Madrasahs, Educators and Education Personnel, Madrasah Superintendents, Heads of Madrasah Sections and Madrasah Committees who were selected based on simple random sampling. The research findings are: first, there is a positive direct effect of human resource management on the quality of education, secondly, there is a positive direct effect of organizational culture on the quality of education, thirdly, there is a positive direct effect of community participation on the quality of education, fourthly, there is a positive direct effect of management human resources on community participation, fifth, there is influence positive direct organizational culture on community participation and Sixth, there is a significant influence of human resource management on organizational culture. Based on these findings, it can be concluded that the quality of education is influenced simultaneously and partially by human resource management, organizational culture, and community participation. Meanwhile, community participation is significantly influenced by human resource management and organizational culture. Meanwhile, organizational culture is significantly influenced by human resource management. The implication of this research is that efforts to improve the quality of education can be carried out through the application of human resource management, organizational culture and community participation.

**Keywords:** Quality of Education, Implementation of Human Resource Management, Organizational Culture and Community Participation.

## **Introduction**

Human resource management in educational institutions is an important key in improving the quality of education. Proactive and systematic human resource

management can support the achievement of the desired conditions in educational organizations (Vukadinovic et al, 2019; Yong et al, 2020; Tien et al, 2021). Qualified human resources, such as principals, teachers, and employees who are experts and competent, are needed to achieve educational goals in accordance with the school's vision and mission.

The quality of education in Indonesia, especially in the Riau region, is a major concern in efforts to improve the quality of education. One of the key factors in achieving this is the proactive and systematic management of human resources (Macke & Genari, 2019; Tulsi & Ji, 2020). By having quality human resources, such as principals, teachers, and employees who are experts and competent, it is hoped that educational goals in accordance with the school's vision and mission can be achieved properly (Pratikno et al, 2022; Sukawati et al, 2020). Nonetheless, the challenges faced in improving the quality of education in Indonesia, including in the Riau region, is still significant.

Several indicators point to the low quality of education in Indonesia, including low rankings in the OECD and PISA reports (Fenanlampir et al, 2019; Pramana et al, 2021; Makmur & Saksono, 2021), TIMSS research results showing low achievement of Indonesian students in science and mathematics subjects, and a low human development index (Çiftçi & Yildiz, 2019; Setiana & Purwoko, 2021). In addition, the report from the Riau Education Council also highlighted the decline in the quality of education in the region, especially in terms of gross enrollment rates and teacher competency test results.

In improving the quality of education, it is important to involve proactive and systematic human resource management. Qualified human resources, including teachers and school employees, are an important factor in achieving educational goals (Prestiadi et al, 2019). In this case, the application of good human resource management can help improve the quality of human resources in educational organizations (Werdhiastutie et al, 2020). In addition, quality guidelines and strong organizational culture as well very important in improving the quality of education. Quality guidelines, which are set forth in writing and mutually agreed upon, can be a reference for schools or madrasahs in achieving educational goals (Tanjung, 2020). Meanwhile, a strong organizational culture includes rules, norms, and values that shape the attitudes and behavior of members of the organization, so as to improve school performance and achieve educational goals.

In the context of education, involving community participation is also an important factor in improving the quality of education (Lee et al, 2019). School committees or education committees can play a role in channeling community aspirations and involving them in decision-making processes related to education. Community active participation can support progress and improve the quality of education (Prenger et al, 2019). In conclusion, to improve the quality of education in Indonesia, especially in the Riau region, steps such as implementing good human resource management, establishing guidelines quality and strong organizational culture, and involve the active participation of the community. With these efforts, it is hoped that the quality of education in Indonesia can improve and produce reliable and competitive human resources.

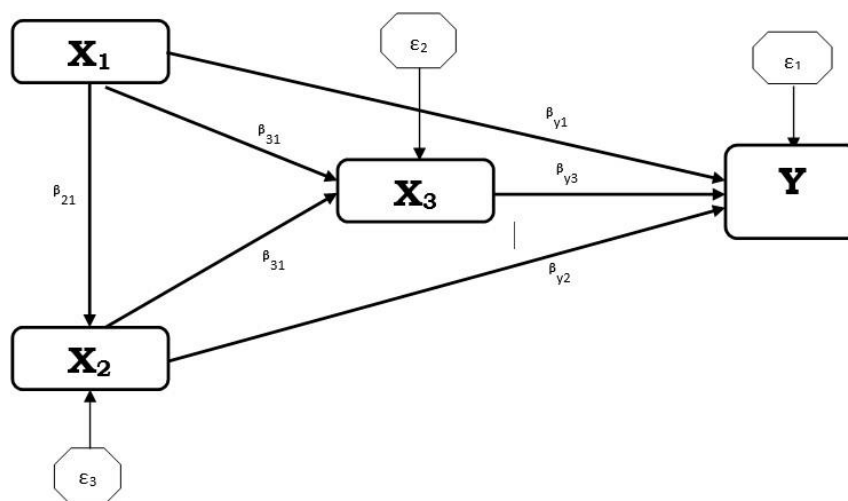
In an effort to manage human resources, it is important to have clear quality guidelines and put them in writing. These guidelines can assist in directing human resource management effectively and efficiently, as well as maintaining the quality of education (Chofreh et al, 2020). School or madrasah quality guidelines are part of the organizational culture, which includes rules, norms, and values that shape the attitudes and behavior of members of the organization (Lubis & Hanum, 2020). By cultivating a strong organizational culture, educational institutions can strengthen their existence and improve their quality. In addition, community participation is also an important component in improving the quality of education. The school committee can be a forum for involving the community in the process of administering the school and raising awareness of the importance of education.

In an effort to improve the quality of education as a whole, changes and developments in education must occur in line with changes in the culture of life. The educational process, starting from input, process, to output, must be managed properly to create fun learning situations, encourage motivation and interest in learning, and empower students (Rahmadi et al, 2021). Overall, efforts to improve the quality of education require collaboration between various parties, including educational institutions, the government, the community, and other relevant stakeholders (Dianto & Idawati, 2020). With commitment and appropriate steps in human resource management, organizational culture development, and community participation, it is hoped that the quality of education in Indonesia can continue to improve and produce competent and quality human resources.

Based on this background, this study aims to determine the determinants of the quality of private madrasah education in cities Pekanbaru. To achieve the research objectives, information and variable analysis are needed, including: 1) The application of human resource management to the quality of education in private madrasahs in the city of Pekanbaru; 2) Organizational culture on the quality of education in private madrasahs in the city of Pekanbaru; 3) Community participation in the quality of education in private madrasahs in the city of Pekanbaru; 4) Application of human resource management to community participation in private madrasahs in the city of Pekanbaru; 5) Organizational culture towards community participation in private madrasahs in the city of Pekanbaru; and 6) Application of human resource management to organizational culture in private madrasahs in the city of Pekanbaru.

## Method

The research method used in this study is quantitative in nature and belongs to the type of survey research, namely research used in large and small populations, but the data studied is data from samples taken from the population so that the relative incidence, distribution and relationships are known. between variables. The measured variables are expressed by the independent variable and the dependent variable, the influence model between variables can be described as follows:



**Figure 1. Inter-variable Structural Integral Model**

This research was conducted in a private Madrasah in the city of Pekanbaru. The reachable population for this study were private madrasahs in the city of Pekanbaru by taking responses and opinions from heads, teachers, administrators, supervisors, Head of Madrasah Education Section and private madrasah committees throughout Pekanbaru

City who came from 68 madrasahs. The sample size can be calculated using simple random sampling technique, using the formula from Slovin's opinion. From this formula, a sample of 58 madrasahs was obtained from a population of 68 people.

The data collection technique uses instruments that are compiled based on theoretical descriptions related to the variables to be assessed. The preparation of research instruments begins with a theoretical study of various concepts, in accordance with the theories and opinions of experts in their field. The data collected in this study is the application of human resource management, organizational culture, participation, and quality of education. Therefore To get the data used four types of questionnaires. The four questionnaires were collected using two kinds of instruments, namely non-test instruments. The non-test instrument in the form of a rating scale with five ranges of five scale answers is used to capture data on empowerment and quality of education.

In research on the effect of implementing human resource management, organizational culture, and community participation on the quality of private madrasah education in Pekanbaru City, several data analysis techniques that can be used include correlation analysis to measure the relationship of variables, regression analysis to test the effect of independent variables on dependent variable, analysis of variance to compare the mean differences, descriptive analysis to describe the characteristics of the sample, and multiple regression analysis to examine the effect of the combination of independent variables on the dependent variable. The selection of the appropriate data analysis technique depends on research objectives, research design, and data collected.

## **Research and Discussion**

Based on data processing, it can be seen that all correlation coefficients between variables are positive. This shows that there is a positive relationship between variables. In addition, all correlation coefficient values are significant at an alpha of 0.01. The results of the analysis show that the relationship or correlation between variables is positive.

### **There is a positive direct effect of the implementation of human resource management on the quality of education**

To test the research hypothesis that was formulated at the end of Chapter II, where the hypothesis is that there is an effect of the application of human resource management (X1) on the quality of education (Y), it is necessary to test the statistical hypothesis. The calculation results show that the path coefficient of implementing

human resource management (X1) on the quality of education (Y) or  $\beta_{y1}$  is 0.634, with a t-test value of 6.138. From the explanation above, it is obtained that the t-test value is 6.138, and  $\text{sig} = 0.000$ . The value of  $\alpha$ , because of the two-tailed test, the value of  $\alpha$  is divided by 2, so that the value of  $\alpha = 0.05/2 = 0.025$ . Based on the results of a comparison between the sig value (significance) and the significance level ( $\alpha$ ), which shows a sig value of 0.000 which is smaller than  $\alpha$  (0.025), the null hypothesis ( $H_0$ ) is rejected. This means that there is a significant influence between the application of human resource management on the quality of private madrasah education in Pekanbaru City.

The application of good human resource management in private madrasahs has a positive influence on the quality of education. This can be explained that proactive and systematic HR management will support the achievement of the desired conditions in educational organizations (Omid & Dal Zotto, 2022). In this context, HR management includes the selection, training, development, and placement of skilled and competent teachers and staff (Shmeleva, 2020). Qualified and skilled teachers can provide effective teaching to students, while skilled and dedicated employees can provide the necessary support in carrying out madrasah operations.

With good human resource management, private madrasah can ensure that they have qualified and trained teaching teams to provide effective learning to students. Teachers who have high expertise and competence can develop innovative teaching methods, understand the individual needs of students, and create a fun and productive learning environment (Oliveira et al, 2021). In addition, skilled and dedicated employees in the areas of administration, finance, and facilities also make an important contribution in running the school's operations efficiently and professionally.

Thus, the implementation of good human resource management in private madrasah plays a crucial role in improving the quality of education. Through proper selection, training, development and placement, private madrasahs can ensure that they have a qualified and competent teaching team and staff (Ishaq, 2019). In the long term, this will have a positive impact on student learning experiences, increased academic achievement, and the reputation of madrasahs as quality educational institutions.

### **There is a positive direct influence of organizational culture on the quality of education**

To test the research hypothesis which states that there is an influence of organizational culture (X2) on the quality of education (Y), it is necessary to test the

statistical hypothesis that is formulated. The calculation results show that the organizational culture path coefficient (X2) to the quality of education (Y) or  $\beta_2$  is 0.590, with a t-test value of 5.474. From the explanation above, the t-test value is 5.474, and sig = 0.000. The  $\alpha$  value, due to the two-sided test, the  $\alpha$  value is divided by 2, so the value  $\alpha = 0.05/2 = 0.025$ . Based on the results of a comparison between the significance value (sig) with the specified level of significance (0.025), it was found that sig = 0.000 < 0.025. Therefore, the null hypothesis (H0) which states that there is no effect of organizational culture on the quality of education is rejected. That decision taken is that there is a significant influence between organizational culture and the quality of education in the context of this study.

Significant calculation results indicate that organizational culture plays an important role in improving the quality of education. Organizational culture includes values, norms, and behaviors that are implemented in madrasahs (Rofifah et al, 2021). In the educational context, a positive and supportive organizational culture will create a conducive environment for students and teaching staff. This can include collaboration, effective communication, a shared spirit, and an orientation towards learning and quality improvement (Al Shraah et al, 2022). With a strong organizational culture, madrasahs can create an atmosphere that supports holistic student development. An organizational culture that prioritizes the quality of education will motivate teaching staff to improve teaching quality, design innovative learning strategies, and pay attention to students' development individual (Amtu et al, 2020). In addition, an organizational culture that facilitates good collaboration and communication will encourage the creation of effective collaboration between teaching staff, students and parents.

Thus, the results of this significant calculation show the importance of a positive and supportive organizational culture in improving the quality of education in madrasahs. In the context of this research, madrasahs can strengthen an organizational culture that focuses on educational quality by implementing values and norms that support quality learning, collaboration between all related parties, and continuous development.

### **There is a positive direct effect of community participation on the quality of education**

In order to test the research hypothesis that was formulated at the end of Chapter II, where the hypothesis is that there is an effect of community participation

(X3) on the quality of education (Y), it is necessary to test the statistical hypothesis. The calculation results get that the participation path coefficient community (X3) on the quality of education (Y) or  $\beta_{y3}$  of 0.519, with a t-test value of 4.544. From the explanation above, it is obtained that the t-test value is 4.544, and sig = 0.000. The  $\alpha$  value, due to the two-sided test, the  $\alpha$  value is divided by 2, so the value  $\alpha = 0.05/2 = 0.025$ . Based on the results of a comparison between the significance value (sig) with the specified level of significance (0.025), it was found that sig = 0.000 < 0.025. Therefore, the null hypothesis (H0) which states that there is no effect of community participation on the quality of education is rejected. The decision taken is that there is a significant influence between community participation and the quality of education in the context of this study.

Significant calculation results indicate that community participation has an important influence in improving the quality of education. Community participation can include active support, collaboration and involvement of parents, guardians of students and the surrounding community in supporting the process madrasah education (Anwar et al, 2019). Positive community participation will create a better educational environment, increase student motivation, and support madrasah efforts to improve the quality of learning (Zaini & Syafaruddin, 2020). With active community participation, madrasahs can obtain additional resources, both material and non-material. Financial support, the active role of parents in supporting children's education, and cooperation with the surrounding community can provide access to better educational facilities and resources. In addition, community participation can also include involvement in decision making, collaboration in designing educational programs, and participation in extracurricular and social activities in madrasahs.

Thus, the results of this significant calculation show the importance of community participation in improving the quality of education in madrasahs. In the context of this research, madrasahs can strengthen participation community by involving parents, guardians of students, and the surrounding community in decision-making processes, educational programs, and other supporting activities. With positive community participation, madrasahs can obtain wider support and increase the effectiveness of efforts to improve the quality of education.



### **There is a positive direct effect of implementing human resource management on community participation**

To test the research hypothesis which states that there is an effect of implementing human resource management (X1) on community participation (X3), it is necessary to test the statistical hypothesis that is formulated. The calculation results show that the path coefficient of implementing human resource management (X1) on community participation (X3) or  $\beta_{31}$  is 0.522, with a t-test value of 4.581. From the explanation above, the t-test value is 4.581, and sig = 0.000. The  $\alpha$  value, due to the two-sided test, the  $\alpha$  value is divided by 2, so the value  $\alpha = 0.05/2 = 0.025$ . Results This calculation shows that there is a significant relationship between the implementation of good human resource management and the level of community participation in supporting educational development.

The application of proactive and systematic human resource management can have a positive impact on increasing community participation in efforts to improve the quality of education. Through proper selection, training and development of teachers and staff, as well as ensuring effective communication between madrasahs and the community, it can encourage active community participation in supporting existing educational programs (Taufan & Basalamah, 2021). Community participation that is more active and involved in the educational process can bring about significant changes in improving the quality of education in private madrasahs in Pekanbaru City. In addition, effective communication between the madrasah and the community is also an important factor in encouraging active community participation. By intertwining good and open relations, madrasahs can involve the community in the decision-making process and the development of educational programs. Through parent meetings, social activities, or developing partnership programs with the community, madrasahs can create strong bonds between schools and communities.

Community participation that is more active and involved in the education process will bring about significant changes in improving the quality of education (Ainscow, 2020). With the support and involvement of the community, madrasahs can get input, suggestions, and assistance in overcoming challenges and advancing education. Community participation can also encourage the formation of an educational environment that is inclusive, responsive and focused on the needs of students (Harris et al, 2022). Therefore, private madrasah in Pekanbaru City can continue to improve the application of proactive and systematic human resource management. This includes

developing supportive policies and practices professional development of teachers and staff, and ensuring ongoing training and development opportunities. Madrasahs also need to strengthen communication with the community, such as through regular meetings, discussion forums, or involving the community in the process of planning and evaluating educational programs (Zaid et al, 2022). Thus, community participation can be significantly increased, making a positive contribution to improving the quality of education in private madrasahs in Pekanbaru City.

### **There is a positive direct influence of organizational culture on community participation**

To test the research hypothesis which states that there is an influence of organizational culture (X2) on community participation (X3), it is necessary to test the statistical hypothesis that is formulated. The calculation results show that the organizational culture path coefficient (X2) to community participation (X3) or  $\beta_{32}$  is 0.544, with a t-test value of 4.854. From the explanation above, the t-test value is 4.854, and sig = 0.000. The  $\alpha$  value, due to the two-sided test, the  $\alpha$  value is divided by 2, so the value  $\alpha = 0.05/2 = 0.025$ . The results of comparing  $t_{table}$  and  $t_{count}$  are sig = 0.000 < 0.025, then  $H_0$  is rejected. The decision made is that there is a significant influence of the work environment on community participation.

Decisions made based on the results of a comparison between the significance value (sig) and alpha ( $\alpha$ ) indicate that sig = 0.000 < 0.025, which means that there is a significant influence between the work environment and community participation. Therefore,  $H_0$  (null hypothesis) is rejected and it can be concluded that the work environment has a significant influence on community participation in the context of improving the quality of education. The results of this calculation indicate that good working conditions in private madrasahs in Pekanbaru City can have a positive impact on community participation. A work environment that is conducive, inclusive, and encourages teamwork creating motivation and high morale among madrasah staff (Hapsari & Rachman, 2020). This in turn can affect their level of engagement and participation in various educational programs and activities.

A positive and supportive work environment can also influence people's perceptions of madrasahs. Communities will be more likely to be actively involved in supporting educational programs and make meaningful contributions when they see transparency, trust and quality in the madrasah work environment (Anwar et al, 20219). Thus, the results of this calculation indicate that efforts to create a good work

environment in private madrasahs in Pekanbaru City can have a positive impact on community participation in improving the quality of education.

Therefore, private madrasahs in Pekanbaru City can pay attention to factors that can influence a positive work environment. This includes creating an organizational culture that supports, paying attention to psychosocial factors in the work environment, and increasing communication and collaboration between madrasah staff. In addition, it is also important to consider physical and infrastructure aspects that can create a comfortable and safe work environment. By optimizing a positive work environment, private madrasahs in Pekanbaru City can increase community participation in supporting educational programs. This will make a significant contribution in efforts to improve the quality of education as a whole.

**There is a positive direct effect of the implementation of human resource management on organizational culture**

To test the research hypothesis which states that there is an effect of implementing human resource management (X1) on organizational culture (X2), it is necessary to test the statistical hypothesis that is formulated. The results of the calculation get that the path coefficient of implementing human resource management (X1) on organizational culture (X2) or  $\beta_{21}$  of 0.681, with a t-test value of 6.957. From the explanation above, the t-test value is 6.957, and sig = 0.000. The  $\alpha$  value, due to the two-sided test, the  $\alpha$  value is divided by 2, so the value  $\alpha = 0.05/2 = 0.025$ . The results of comparing ttable and tcount are sig = 0.000 < 0.025, then H0 is rejected. The decision made is that there is a significant influence on the implementation of human resource management on the work environment.

Decisions made based on the results of a comparison between the significance value (sig) and alpha ( $\alpha$ ) indicate that sig = 0.000 < 0.025, which means that there is a significant influence between the application of human resource management on the work environment. Therefore, H0 (null hypothesis) is rejected and it can be concluded that the implementation of human resource management has a significant effect on the work environment in the context of improving the quality of education. The results of this calculation indicate that the application of good human resource management in private madrasah in Pekanbaru City can have a positive impact on the work environment. Proactive and systematic management of human resources, including in terms of selection, training, development, and placement of skilled and competent

teachers and staff, can create a conducive and productive work environment (Proulx et al, 2020).

The implementation of effective human resource management can also cover aspects such as good communication, fairness in the reward system, and continuous employee development (Wilton, 2019). In this context, the application of proper human resource management can create a positive work climate, motivate employees, and improve the quality of interpersonal relationships within madrasah. A good work environment will have a positive impact on employee performance and contribute to improving the quality of education (Leitão et al, 2019). In the context of private madrasahs in Pekanbaru City, a conducive work environment will affect the quality of teaching and service to students student. In addition, employees who feel valued and supported tend to be more dedicated and motivated in carrying out their duties.

Therefore, private madrasah in Pekanbaru City can continue to improve the implementation of good human resource management by involving various best practices in employee recruitment, training, development and management. It is important to pay special attention to the aspects of communication, appreciation and coaching in order to create a positive work environment. Thus, private madrasah can maximize the potential of employees and improve the quality of education as a whole.

The results of testing the research hypothesis above both the application of human resource management to the quality of education, organizational culture to the quality of education, community participation to the quality of education, the application of human resource management to community participation, organizational culture to community participation, and the application of human resource management to organizational culture, all of which show a positive and significant influence.

## **Conclusions and Recommendations**

Based on research on the effect of implementing human resource management, organizational culture, and community participation on the quality of private madrasah education in Pekanbaru City, it can be concluded that these factors have a significant influence on the quality of education. The application of good human resource management, by having competent principals, teachers and staff, can improve the quality of education in private madrasah. In addition, a strong organizational culture, which includes values such as cooperation, innovation, and commitment to education, also contributes to improving the quality of education. Community participation in

supporting and being actively involved in the educational process is also an important factor that can improve the quality of education in private madrasah.

Based on these conclusions, several suggestions can be given. First, it is important to increase the application of proactive and systematic human resource management, with attention to the selection, training, and development of quality teaching staff. Second, strengthening an organizational culture that supports innovation, collaboration, and commitment to education, through the development of programs that build a spirit of cooperation and professional development. Third, promote active participation of the community by involving parents, communities and relevant stakeholders in the decision-making process and implementation of educational programs. This can increase support and shared responsibility in improving the quality of education in private madrasahs in Pekanbaru City.

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