

PUBLIC ADMINISTRATION CHALLENGES IN HUMAN RESOURCE MANAGEMENT IN THE EDUCATION SECTOR

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Abstract. Education is one of the key aspects in a country's social and economic development. Quality and efficient education plays an important role in producing competent human resources that contribute positively to society and the economy. The purpose of this study is to analyse the challenges of public administration in human resource management in the education sector. This research employs a qualitative methodology in the form of a literature review, which implies that it will research and explain data by utilising information and textual content from various sources. The results of the study show that public administration challenges in human resource management in the education sector are complex and multifaceted issues. Budget constraints, legal complexities, changing demographics, technological developments, demands for transparency, shortages of qualified human resources and changes in teachers' working patterns all affect the quality and efficiency of education. These challenges require a holistic approach and innovative solutions to maintain and improve the quality of education.

Keywords: Public Administration, Human Resource Management, Education Sector

Abstrak Pendidikan merupakan salah satu aspek kunci dalam pembangunan sosial dan ekonomi suatu negara. Pendidikan yang berkualitas dan efisien memainkan peran penting dalam menghasilkan sumber daya manusia yang kompeten dan berkontribusi positif kepada masyarakat dan perekonomian. Tujuan penelitian ini untuk menganalisis tantangan administrasi publik dalam manajemen sumber daya manusia di sektor pendidikan. Penelitian ini menggunakan metodologi kualitatif dalam bentuk tinjauan literatur, yang menyiratkan bahwa penelitian ini akan meneliti dan menjelaskan data dengan memanfaatkan informasi dan konten tekstual dari berbagai sumber. Hasil studi menunjukkan bahwa tantangan administrasi publik dalam manajemen sumber daya manusia di sektor pendidikan adalah masalah yang kompleks dan beragam. Keterbatasan anggaran, kompleksitas hukum, perubahan demografi, perkembangan teknologi, tuntutan transparansi, kekurangan sumber daya manusia berkualitas, dan perubahan pola kerja guru semuanya memengaruhi kualitas dan efisiensi pendidikan. Tantangan-tantangan ini memerlukan pendekatan yang holistik dan solusi yang inovatif untuk menjaga dan meningkatkan kualitas pendidikan.

Kata Kunci: Administrasi Publik, MSDM, Sektor Pendidikan

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INTRODUCTION

Education is one of the central elements that cannot be ignored in the effort to advance a country's social and economic progress (Ohara, 2023). Creating a quality and efficient education system benefits not only individuals, but also society and the economy as a whole (Azzaakiyyah et al., 2023; Said Ahmad et al., 2023). Adequate education is capable of producing a competent workforce that is ready to contribute positively to social and economic progress. In this context, public administration plays an important and strategic role in managing human resources in the education sector, ensuring effective education delivery, equitable access, and overseeing efforts to improve the quality and relevance of education to achieve sustainable development goals.

The education sector, despite its pivotal role in advancing society, often faces a variety of complexities in managing human resources (Fauzi et al., 2023; Rukman et al., 2023). These challenges include aspects such as quality teacher recruitment, relevant training, continuous professional development, and fair and accurate performance appraisal. In addition, labour-related issues such as providing competitive incentives, safe working conditions and fulfilling teachers' rights are also important aspects to be addressed (Zhenjing et al., 2022). Public administrations in the education sector have a huge responsibility to address these constraints (Alvarado et al., 2019). They must play a role in designing policies and strategies that can ensure that the education system provided is quality, relevant and able to respond to the dynamics and changing needs of society. In this way, the education sector can serve as a key pillar in promoting the social and economic development of a country.

Human resource management in the education sector faces a variety of challenges that require close attention. One of the main challenges is the shortage of adequately qualified human resources to fulfil education needs (Tanjung, 2020). This issue can include the recruitment of qualified teachers, relevant training and continuous professional development. In addition, the presence of cumbersome bureaucracy and complex regulations can inhibit flexibility and innovation in the education system (Sappe, 2019). Frequent changes in education policy can also create uncertainty in the planning and implementation of education programmes. Meanwhile, ethical issues and legal concerns, such as teacher and student rights, are also an integral part of human resource management in education. In addition, the education sector is also often faced with challenges of efficiency, equity and accountability, which require serious attention to achieve equitable, competitive and relevant education for all members of society (Ainscow, 2020).

Research on the diverse challenges of human resource management in the education sector has great relevance in the context of social and economic development (Abdullah, 2009). These challenges have a significant impact on the quality of education provided by a country, affect the ability of human capital to contribute to economic growth, and play a critical role in the formation of inclusive and competitive societies. Therefore, an in-depth understanding of these dynamics and issues is essential. Comprehensive research and in-depth analyses will help governments and educational institutions to identify solutions that fit the local and global context. This means that human resource management in the education sector should be the main focus of efforts to improve the quality of education, which in turn will have a positive impact in promoting sustainable economic growth and social development.

In this increasingly complex context, research focusing on "Public Administration Challenges in Human Resource Management in the Education Sector" has great potential to provide invaluable insights for policy makers, practitioners and researchers worldwide. Investigating and delving deeper into the constraints that arise in human resource management in the education sector is a crucial step in finding effective solutions. It is hoped that this research will provide a better understanding of the complex dynamics affecting education, including the shortage of qualified human resources, complex regulations and emerging ethical issues in education. More than just understanding the problems, this research can also serve as a driver for the policy changes needed to improve the country's education system. By identifying existing problems and offering recommendations backed by empirical evidence, this research can be a source of inspiration for more efficient and effective education reforms. Over time, it is hoped that the results of this research will help improve human resource management in the education sector, bring about a positive impact on the quality of education, and contribute to better economic growth and development of society as a whole. So, the purpose of this research is to examine and analyse more deeply the public administration challenges in human resource management in the education sector.

METHOD

This research entails a comprehensive qualitative review of the existing literature, indicating its intent to thoroughly scrutinize and elucidate data by referencing a diverse array of sources. The primary goal of this qualitative literature review is to compile, assess, and integrate the available body of knowledge concerning the subject in question, specifically concentrating on the challenges related to human resource management in the education sector within the domain of public administration. Information will be gathered from various pertinent

sources, including academic journals, books, research reports, and other scholarly articles, spanning the timeframe from 2009 to 2023. This statement covers the essential steps associated with data collection in a study. Within this statement, there are several important elements that should be considered in the research process. It identifies the various data sources to be used, such as academic journals, books, research reports, and scholarly articles, indicating the use of secondary data from related literature. In addition, the research has set a time span for data collection from 2009 to 2023, signalling a focus on relevant data during that period. The use of published data, such as scientific journals, provides a high level of accuracy, but it is important to ensure the relevance and novelty of the data. While this statement only addresses data collection, the stage of data analysis will be determined in the next step according to the research questions. The research also needs to consider potential limitations of secondary data, including selection bias and data quality issues in the literature used. All these elements provide a clear basis for the initial steps in the data collection process, and subsequently, the researcher needs to formulate a suitable analysis method to extract knowledge from the collected data. This time span allows the researcher to observe the evolution of the subject, discern patterns, and take note of changes that have occurred during this duration. The application of qualitative methodology in this literature review permits researchers to delve deeply into the intricate and multifaceted facets of the subject (Elo et al., 2014). This approach facilitates the assimilation of a variety of information sources and the exploration of a wide range of perspectives, thus augmenting the analysis and enhancing the credibility of the findings. The process of data collection encompasses rigorous textual analysis, data retrieval, and the categorization of pertinent information pertaining to the research topic. Consequently, the researcher will arrange this information, compare and amalgamate insights from different sources, and identify recurring patterns, themes, and trends within the gathered data. An important advantage of employing a qualitative literature review is its adaptability to grasp and expound upon complex phenomena, as it is not constrained by numerical or statistical confines (Rahman, 2016). This approach also allows researchers to gain profound insights into the subject's development over time, as well as the evolution of concepts and viewpoints associated with the subject over the years. In the pursuit of this research, it is imperative to evaluate the trustworthiness and credibility of the sources utilized and critically assess the assembled information. When adopting a qualitative approach, the researcher must present findings in an objective and reflective manner, offer lucid and precise interpretations, and acknowledge the constraints of the methodologies and data sources employed (Bradshaw et al., 2017). The ultimate objective of this research is to furnish an all-encompassing overview of the evolution of the subject from

2009 to 2023 and potentially propose recommendations for further investigations aimed at enhancing our comprehension of the issues tied to this subject.

RESULTS

Education plays a pivotal role in building a solid foundation for the sustainable development of society as well as quality national development (Bascopé et al., 2019). A robust and efficient education system not only relies on structured curricula and innovative teaching methods, but also embraces meticulous human resource management within the education sector. This human resource management plays a crucial role in ensuring that future generations receive the quality education necessary to achieve their personal success and make meaningful contributions to the progress of society as a whole (Pusvitasari, 2021). In this way, education serves not only as a milestone for individual progress, but also as a key foundation for the advancement of nations and civilisations.

While the importance of public administration in the education sector is undeniable, the sector is often faced with a very complex set of challenges in its endeavour to manage high quality human resources (Susilawati, 2023). In this context, there is a need to develop sophisticated strategies and implement appropriate innovations to address these issues and realise effective solutions that will play a central role in ensuring the delivery of quality and sustainable education for generations to come. This could include close and collaborative partnerships between all stakeholders in the education sector, an increased role for technology in education and significant investment in teacher competency development. Through this approach, the education sector will be able to face and address emerging complexities, providing a stronger foundation for the growth and progress of the nation and society as a whole (Serdyukov, 2017). With a clear focus on improving the quality of human resources in education, the sector will be able to make a significant contribution to sustainable national development and create a brighter perspective for the future of education.

DISCUSSION

One of the main challenges faced in human resource management in the education sector is the issue of budget constraints. The education sector regularly experiences financial constraints that have the potential to significantly affect the process of selecting, paying and developing its human resources (Rafiei & Davari, 2015). Limited budgets can not only hamper the ability of schools and colleges to attract and retain qualified teaching staff, but also negatively impact the availability of funds for training and development of existing human

resources. These challenges, which are closely related to financial issues, emphasise the need for innovation in human resource management within the education sector. A more creative and strategic approach is needed in utilising existing resources and seeking additional sources of funding that may be available (Sonenshein, 2014). In addition, collaboration between educational institutions and external parties, such as government and non-profit organisations, is essential to support efforts to manage human resources more efficiently and effectively. Thus, the education sector can overcome the challenges of budget constraints and continue to improve the quality of education provided to future generations.

Regulations and laws relating to education and human resource management are constantly evolving and increasing in complexity. Public administrators in the education sector have a crucial responsibility to ensure that they comply with and enforce all current laws and regulations (Supriadi et al., 2021). This includes an in-depth understanding of labour laws relating to teachers and education staff, education laws governing curricula and academic standards, and government policies affecting key aspects of the education system. Developing and maintaining compliance with these diverse regulations can be a complex challenge for the education sector (Darling-Hammond et al., 2020). Not only does it require a great deal of effort in ensuring legal compliance, but it also requires significant time and resources. It is therefore important for education institutions to invest in human resources that have a deep understanding of these legal aspects, and develop procedures and practices that ensure compliance as education regulations and laws continue to evolve. By doing this, the education sector can function more efficiently and effectively in the face of the growing complexity of legal regulations.

Changes in population demographics play a key role in directing changes in the education sector. Dynamic population growth and changing age structures are important factors affecting the demand for teachers and education staff (Jackson et al., 2020). Firstly, population growth can result in a rapid increase in the demand for teaching staff, forcing education institutions to proactively prepare to recruit and train new teachers. Secondly, changes in the age structure can create challenges in managing the retirement of older education staff, given the potential shortage of experienced teachers that can affect the quality of education. Finally, changing demographics also trigger the need to meet the inclusive education needs of students with special needs, which requires specially trained teachers and additional resources. In the face of these complex population demographic changes, the education sector needs to focus on long-term strategic planning (Barrett et al., 2019). This includes developing policies that take into account population growth, developing the teaching workforce, prudent management of

education staff retirement and introducing effective inclusive education programmes. With this holistic approach, the education sector can anticipate and address the challenges faced by changing demographics, while ensuring that quality education remains available and accessible to all.

Rapid technological developments continue to change the educational landscape, providing significant impacts that public administration needs to deal with (Haleem et al., 2022). In the maturing digital era, adaptation to technological developments is crucial. Public administration in the education sector is required to understand and implement technological changes in various aspects of education, such as learning, data management and school administration (Timotheou et al., 2023). This includes the integration of technology in the curriculum to facilitate more effective and interactive learning, as well as improved data management to optimise decision-making and strategic planning. However, the challenges that come along with adopting these technologies should not be overlooked. Public administrations must provide education staff with appropriate technology training and development to enable them to utilise these technological tools effectively. In addition, the protection of students' and teachers' personal data should be given serious attention to keep sensitive information safe (Kern et al., 2021). Finally, the use of technology in teaching also requires a careful strategy to ensure that technology-based learning approaches can improve the quality of education and achieve the desired results. Thus, the education sector will be able to reach the full potential offered by technological developments in order to prepare students for an increasingly digital future.

The increasing demands of the public and stakeholders for transparency and accountability in the education sector are becoming a central issue for public administrations to address. Realising transparency requires education institutions and their staff to be able to clearly track, measure and report on their performance (Dwivedi et al., 2023). This involves a process that includes careful evaluative monitoring, accurate data collection and reporting that is easily understood by all stakeholders. This increased pressure to ensure high accountability in education requires public administrations to take concrete actions to fulfil established transparency standards. A major challenge in achieving this transparency and accountability is that the tasks involved can be complex and time-consuming (Ortega-Rodríguez et al., 2020). They require good systems and procedures, including staff training to carry out accurate performance measurement and manage data efficiently. In addition, compliance with strict data protection and privacy regulations must also be observed when reporting data related to student and education staff performance. The application of advanced information technology in

performance reporting and monitoring can be one of the solutions to address these complexities, enabling the education sector to provide more transparent and accurate reports more efficiently, and meet the demands of the public and stakeholders in improving the quality of education in a more open and accountable manner.

One of the most important and far-reaching challenges in the education sector is the shortage of quality human resources. Quality education is highly dependent on the presence of qualified and competent teaching staff (Coman et al., 2020). However, today, many regions in different parts of the world face a shortage of qualified teachers in various subjects. This phenomenon creates problems in finding, recruiting and retaining qualified teachers, which is a major challenge in human resource management in the education sector. Finding and recruiting qualified teachers is an important first step, but retaining them in the education system is equally important (See et al., 2020). Qualified teachers are often the drivers of positive change in the teaching-learning process and have a significant impact on student achievement (Johnson, 2017). Therefore, public administrations in the education sector should focus on developing professional development programmes that attract and motivate teachers to continuously improve their competencies. In addition, incentivising and rewarding qualified teachers could also be one of the strategies to retain them in the education system. By addressing these challenges holistically, the education sector can ensure that the presence of quality teachers remains a top priority to achieve quality education and have a positive impact on the development of society and the country.

Changes in teachers' working patterns and welfare are increasingly urgent and complex issues in the education sector. Teachers are a key pillar in the delivery of quality education, yet they often face extremely high workloads (Ausat et al., 2023). Evolving curricula, administrative demands and pressure to achieve higher academic results often result in an increase in teachers' workload, which can significantly affect their well-being. High workloads can lead to physical and mental exhaustion, and reduce their motivation and teaching quality (Ahmadi et al., 2022). In addition to high workload, psychological stress is also a challenge faced by teachers. They are often faced with high expectations from students, parents and school authorities, as well as the fear of performance evaluations that could affect their careers. This can create intense pressure on teachers, affecting their mental well-being and, in turn, their teaching performance. It is important for public administrations in the education sector to provide greater support for teachers' well-being, including improved workload management, training programmes on stress management, and providing psychological support and guidance to address the psychological stresses they may face. By addressing these challenges, the

education sector can create a healthier work environment and support teachers in delivering quality education.

Finally, public administration in the education sector is faced with a variety of complex challenges in human resource management that require a holistic approach and co-operation across stakeholders. To address these challenges successfully, a strong synergy between the government, education institutions and the education community is required. This involves a concerted effort to build a solid foundation in human resource management, including strategies for the development, recruitment and retention of quality teachers and the provision of relevant training for education staff. Meeting these challenges also requires a central role for innovation in human resource management practices. Public administrations should be open to the application of modern technology in data management and school administration to improve efficiency and accuracy. In addition, innovations in the use of data and analytics can assist in better decision-making, which in turn will strengthen the quality and relevance of education provided by the education system. With a focus on quality human resources and innovation in human resource management, the education sector can ensure the delivery of quality and sustainable education for all future generations, creating a stronger foundation for the growth and progress of the nation and society as a whole.

CONCLUSION

The challenges faced in public administration related to human resource management in the education sector are complex and diverse, covering a range of fundamental aspects. One significant challenge is related to budget restrictions, which often make it difficult to fulfil the increasing needs of education. In addition, the complexity of laws and regulations that apply in the context of education can be an additional burden for public administration, slowing down flexibility and innovation. Meanwhile, ongoing demographic changes are affecting education needs and demands for more inclusive education services. Technology, with its continuous development, also plays an important role in modern education, requiring stakeholders to adapt and utilise digital tools in the learning process. The desire to increase transparency in human resource management in the education sector is also an important focus, demanding openness in resource management and more accountable decision-making. In addition, the shortage of qualified human resources, especially competent teachers, and their changing work patterns are issues that need to be addressed to ensure that the education provided remains relevant and quality in the face of changing social and economic dynamics. These challenges require a holistic approach and innovative solutions. Public administration must be able to integrate these

various aspects in managing human resources in the education sector efficiently and effectively. Innovations in education management, including the use of technology in the teaching process, adaptive policy planning and changes in the way teachers receive training and support, are all key elements in maintaining and improving the quality of education. In addressing these challenges, collaboration between the government, educational institutions, communities and the private sector is also essential to create sustainable and targeted solutions. With a commitment to addressing these challenges, we can create an education system that is more inclusive, competitive and responsive to the needs of society.

RECOMMENDATIONS

Wise budget management is the first step that needs to be taken, with the government and educational institutions having to exercise close co-operation in allocating funds in an efficient and effective manner to support quality human resource management. This includes allocating adequate funds for teacher training, development and recruitment. In addition, there needs to be regular updates of policies and regulations to reflect changes in the education environment, which will provide clearer guidance and help public administrations comply with applicable regulations. It is also important to continue investing in ongoing teacher education and training so that they are always prepared to deal with the dynamics of modern education. Recruitment and retention of quality human resources is another important aspect, which requires serious efforts in providing attractive incentives and creating a work environment that supports their professional growth and development. The use of advanced technology can also play a key role in improving management, such as automating administrative tasks, tracking teacher performance and enabling data collection that supports better decision-making. Addressing teacher welfare issues, such as providing adequate mental health facilities, strong social support, and a good work-life balance, are steps that should not be overlooked. And, in addressing these challenges, strong collaboration between the government, educational institutions, communities and all other stakeholders is a must. Only with close co-operation and a shared commitment to improving human resource management in the education sector can we ensure that quality education will continue to be a top priority in our society.

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