

## TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT IN EDUCATION IN THE DIGITAL ERA

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### Abstract

*Education is an important foundation of societal development and managing human resources (HR) is key to the success of educational institutions. This article explores the basic concepts of human resource management (HRM), the role of digital transformation and its relevance in the context of education. Digital transformation has changed the education paradigm, presenting new challenges and unlimited opportunities in HRM. However, in-depth understanding of the integration between HRM and digital transformation in educational contexts is limited. This article aims to investigate the role of digital transformation in educational HRM, outline the basic concepts of HRM, and highlight its relevance in the current educational setting. A desk research method was used to evaluate literature related to HRM, digital transformation, and education. An in-depth review was conducted to present a comprehensive overview of the topic. The concept of HRM in education involves recruitment, development, performance management, and technology integration in the education process. Digital transformation changes the way of interaction, staff development, performance management, and affects the educational paradigm. A good integration between the two creates an educational environment that is adaptive, oriented towards individual development, and responsive to change. The integration of digital transformation with basic HRM concepts is crucial in creating a dynamic, inclusive and highly competitive educational environment in an era of rapid technological change.*

**Keywords:** Transformation, Human Resource Management, Digital Era.

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### Introduction

Education is the foundation for the development of a country's society and economy. The existence of education will bring up and form a generation that is smart and characterized. [1]. Behind the success of the education system there is a vital component that plays an important role, namely human resource management (HRM). Along with the changing times, education faces dynamics that require HR management to adapt to meet the demands of the present. The acceleration of technology today has led to a different approach to HR that was originally more administrative to focus more on skill development [2]. [2]

The digital age has fundamentally changed the educational landscape. Innovations in information and communication technology have expanded the boundaries of space and time in learning. The birth of new technological innovations such as Artificial Intelligence (AI) is one of the most advanced innovations that have an

impact on all aspects of life including the field of education. [3]. However, this transformation also poses new challenges in the management of educational human resources. How educational institutions can adjust to these changes becomes the main focus in formulating relevant strategies. Human resource management becomes very important in its presence, HRM is actively involved in all planning, management and control of educational organizations. [4].

The importance of discussing the paradigm shift and adaptation of HR management in the context of education today is not only a practical need for educational institutions, but also relevant in developing a more holistic management theory. Human resources in the current era of disruption need to have good interpersonal skills so that they can interact with everyone. [5]. In the end, teachers as the main human resources in an educational institution will get greater help with technology [6]. [6]

A relevant research gap in this context is the lack of in-depth understanding of how educational institutions, be it schools, universities or other educational institutions, can effectively explore the potential of HRM transformation in the face of the digital revolution. The lack of research that covers multidisciplinary dimensions, including aspects of technology, psychology, management, and education, is a void that needs to be filled.

Previous studies have often tended to focus on the technological aspects without delving into the overall HR management implications. On the other hand, there are also studies that explore aspects of HR management but do not take into account significant technological changes. Research conducted by Habibah Faladinta, et al. explained that the aspects of human resource management in the field of education are formulated into 8 indicators, not including technology in it. [7]. Therefore, this article aims to fill the gap by exploring the transformation of HR management in education in the digital era.

Through an in-depth literature search and comprehensive analysis, this article will explain the main challenges that educational institutions face in achieving HRM transformation in the digital era. It will also highlight the opportunities and strategies that can be used to overcome these challenges. As such, this article is expected to provide useful insights for practitioners, decision-makers, and researchers in the context of educational HRM.

## **Methods**

The research method used is the library research method, which is a research activity carried out by collecting information and data with the help of various data from books, references, articles, and journals. [8]. Based on this understanding, this article will describe the transformation of human resource management in the field of education that researchers get from various existing references. The data collection techniques used in this article are observation and documentation, namely observing and documenting various existing references. [9]. And the data analysis technique uses content analysis or content analysis. [10].

## Results and Discussion

### A. Basic concepts of human resource management in education

The basic concept of HRM in education forms a strong foundation for the effective management of human resources in educational institutions. Human resource management can also improve the efficiency, effectiveness, and productivity of a teacher. [11]. Good human resource management not only involves administrative aspects, but also pays attention to aspects of development, motivation, and recognition of individual potential in an educational organization.

First of all, HRM in education refers to the process of recruitment, selection, and placement of educators and education personnel in accordance with the needs and objectives of educational institutions. [12]. The importance of selecting the right individuals with appropriate qualifications and competencies is crucial in ensuring the success of an educational institution. In this context, there are approaches that focus on finding individuals who not only have academic qualifications, but also interpersonal abilities, creativity, and other skills that support a productive learning environment. The high professional spirit of the teacher can more easily achieve the goal or quality of education. [13].

In addition, the concept of HRM also includes employee development in the context of education. This approach involves the introduction of professional development programs, training, and coaching for teaching and administrative staff. The existence of teacher training and development has an impact on the quality of competencies and skills possessed by teachers and improves the quality of teacher work. [14]. Training and development will ensure opportunities for technical and pedagogical skills improvement are essential in ensuring sustainable quality learning.

Performance management is also a crucial part of HRM in education. Regular performance evaluations, constructive feedback, and recognition of individual achievements are important aspects in motivating educators. In the educational context, recognition of employee achievements includes not only academic or administrative accomplishments, but also achievements in student development, innovations in teaching methods, or contributions to curriculum development. In creating an inclusive and empowering work environment, HRM in education also emphasizes the importance of effective communication, solid teamwork, and constructive conflict management. Education is not only about knowledge transfer, but also shaping an environment that supports the growth and development of each individual within it.

Furthermore, the application of technology in educational HRM is also increasingly important. The use of information management systems, online learning platforms, and data analytics to improve administrative efficiency, monitor student progress, and provide information needed for decision-making is also an integral part of the current HRM concept. When connected to training and development in the previous discussion, technological advances require teachers to be able to develop and improve their skills in using technological devices in learning, TPACK training is one form of implementation. [15].

Overall, the basic concept of HRM in education underscores the importance of managing people as a key asset in achieving educational goals. Through a holistic approach that considers recruitment, development, performance management, communication, and the application of technology, educational institutions can create an environment that supports growth and success for all its members.

#### B. The Role of Digital Transformation in Education Human Resource Management

Digital transformation has become a major catalyst in the changing landscape of education. As technology continues to evolve, human resource management in education is also undergoing profound changes to harness the potential that the digital revolution offers. The utilization of technology and data analytics in human resource management is of particular interest so as to provide the power and optimization of technology in advancing human resource management. [16].

First, Technology-based Recruitment and Selection: One of the major impacts of digital transformation in education HRM is a new approach to educator recruitment and selection. Online platforms, candidate databases and artificial intelligence algorithms are used to assess an individual's competencies, skills and suitability to the needs of a school or educational institution. This helps speed up the recruitment process and ensure a more precise and objective selection.

Second, Performance Management and Data-Driven Evaluation: The use of technology in performance management changes the way evaluations are conducted. Data on educator performance can be collected in a structured way, providing better insight into individual strengths, weaknesses and achievements. Analysis of this data can assist in providing more relevant feedback and support more effective decision-making in career development.

Third, work-life balance and technology: One important aspect of digital transformation in education HRM is the balance between using technology and ensuring staff well-being. In an era where technology can treat staff as "always-on," educational institutions need to ensure there is a balanced policy to prevent burnout or burnout due to excessive use of technology.

Fourth, Data Management and Information Security: Technological changes also bring challenges related to managing student data and other critical information. It is important for educational institutions to ensure compliance with privacy and information security regulations to protect student and staff data.

Digital transformation is not just about the use of technology, but also about how technology can change an organization's paradigms, processes and culture. The integration of technology in education HR management not only accelerates the process, but also opens the door for innovation and continuous improvement in education.

#### C. Relevance of Digital Transformation to the Concept of Human Resource Management in the Field of Education

Interdepartmental Connectedness in Educational Institutions: Digital transformation is changing the way of interacting and collaborating among different departments and units in educational institutions. Digital platforms facilitate better

coordination between teaching staff, administration, and management, allowing for faster and more efficient information exchange. Personalization of Learning and Employee Development in HRM Concepts in education emphasize the importance of individual development. Digital transformation enables better personalization in employee development, be it through customized training programs, individual needs-based learning, or career development adapted according to interests and competencies. [17].

Data-driven performance management makes effective performance management in HRM concept supports fair and objective evaluation. Digital transformation enables the collection of more extensive and accurate data on the performance of educators and is able to conduct more in-depth analysis related to performance and greater efficiency in HRM. [18]. This helps in providing more detailed and relevant feedback and enables better decision-making. Changing Education Paradigm makes Digital transformation has changed the way education is delivered and received. The concept of HRM needs to adapt to this change. The use of technology in the learning process, the implementation of e-learning platforms, and the use of new learning aids are changing the dynamics of teaching and learning in the classroom.

Improved Administrative Efficiency HRM in education also includes administrative management. Digital transformation helps in improving efficiency in administrative tasks, such as student data management, finance, and general administration, allowing staff to focus on more strategic tasks. The application of technology enables greater involvement of students and parents in the education process. Students can utilize digital platforms for more interactive access to learning, while parents can be more actively involved in monitoring their child's development.

Digital transformation not only impacts tools and infrastructure, but also the way we understand and apply HR management concepts in education. This relevance demands changes in approaches, policies, and organizational culture to remain relevant and able to optimize the potential of human resources in educational institutions. A good integration between digital transformation and HRM concepts can create a dynamic, adaptive and quality educational environment.

## **Conclusion**

The basic concepts of HRM provide a solid foundation for effective human resource management in educational institutions. This includes recruitment, development, performance management, and balancing staff needs with the goals of educational institutions. However, technological developments, especially in digital transformation, have substantially changed the HRM paradigm.

Digital transformation broadens the scope and approach to HRM in education. Recruitment and selection are becoming more efficient with technology tools that support objective evaluation and appropriate selection. Staff development becomes more dynamic with access to online learning and innovative training platforms. Data-driven performance management provides a better understanding of individual performance, enabling more relevant feedback and better decision-making. The relevance of digital transformation to basic HRM concepts is significant. They complement each other in creating an educational environment that is adaptive, oriented towards individual development, and responsive to change. The integration of

technology in the concept of HRM is not just the use of tools, but how technology becomes a catalyst to improve the efficiency, productivity, and quality of HR management.

In conclusion, digital transformation has changed the way education is managed and delivered, presenting new challenges and endless opportunities. It is important for educational institutions to understand the relevance between basic HRM concepts and digital transformation to create an environment that supports professional growth, balances individual needs with organizational goals, and adapts to technological developments. In an era of rapid technological change, educational institutions that are able to integrate solid HRM concepts with the development of digital transformation will have a great competitive advantage. Efforts to keep up with changes, apply technology wisely, and stay true to the basic principles of HRM will help create a dynamic, inclusive, and highly competitive educational environment.

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