

ABSTRAK

ICH'ETI HUDI KUSRIYANAHWATI, Implementasi Fungsi Manajemen Personalia di SD Muhammadiyah Kutoarjo, **Tesis. Yogyakarta: Program Pascasarjana Universitas Negeri Yogyakarta, 2012.**

Penelitian ini bertujuan mengetahui peran kepala sekolah dalam mengimplementasikan manajemen personalia yang terdiri dari: (1) perencanaan personalia, (2) pengorganisasian personalia, (3) pengarahan personalia, dan (4) pengendalian/pengawasan personalia di SD Muhammadiyah Kutoarjo.

Penelitian ini menggunakan pendekatan diskriptif kualitatif. Subjek penelitian adalah kepala sekolah, wakil kepala urusan ketenagaan, guru, staf tata usaha, komite dan Pengurus Cabang Muhammadiyah (PCM) kecamatan Kutoarjo. Teknik pengumpulan data dengan menggunakan wawancara, observasi, dan studi dokumentasi. Pemeriksaan dan keabsahan data menggunakan triangulasi sumber dan triangulasi teknik. Teknik analisis data yang digunakan adalah *Interractive* model dimana proses analisis dilakukan bersamaan dengan proses pengumpulan data.

Hasil penelitian menunjukkan bahwa: *Pertama*, kepala sekolah membuat perencanaan pegawai dengan melakukan langkah-langkah: (a) analisis kebutuhan pegawai, (b) rekrutmen pegawai, (c) seleksi pegawai. *Kedua*, kepala sekolah melakukan pengorganisasian dengan melakukan: (a) menunjuk dan menempatkan personil sebagai wakil kepala sekolah dan tim untuk membantu menjalankan program sekolah, (b) bersama wakil kepala urusan kurikulum dan ketenagaan membagi tugas guru sesuai dengan kapasitas dan kompetensi guru. Namun dalam pelaksanaannya masih ada guru yang tidak mengajar sesuai dengan kompetensinya. *Ketiga*, kepala sekolah melakukan pengarahan dengan langkah-langkah: (a) pembinaan pegawai, (b) pengembangan kompetensi guru dengan memagangkan guru di SD Muhammadiyah Sapen Yogyakarta dan kegiatan pelatihan yang relevan, (c) pengembangan karir guru dengan memotivasi dan memberi kesempatan guru untuk melanjutkan studi ke jenjang S1. *Keempat*, kepala sekolah melakukan pengawasan/pengendalian dengan langkah-langkah: (a) supervisi administrasi dan praktek mengajar guru, (b) penilaian kinerja guru, (c) pemberian *reward* dan *punishment*. Namun supervisi belum dilakukan secara maksimal karena kesibukan kepala sekolah mengajar dan sebagai pengurus organisasi Muhammadiyah. Penilaian kinerja juga belum menggunakan standar penilaian yang dijadikan sebagai pedoman penilaian akan tetapi masih dilihat dari aktivitas guru dan pegawai sehari-hari dan dengan melihat prestasi siswa.

Kata kunci : pengadaan, penempatan, pembinaan dan pengembangan, penilaian pegawai

ABSTRACT

ICH'ETI HUDI KUSRIYANAHWATI: *Implementation of the Management Function of the Principal in SD Muhammadiyah Kutoarjo.* Thesis. Yogyakarta: Graduate School, Yogyakarta State University, 2012.

This study aims to find out the roles of the principal in implementing the personnel management consisting of (1) personnel planning, (2) personnel organizing, (3) personnel directing, and (4) personnel controlling/supervising in SD Muhammadiyah Kutoarjo.

This study employed the qualitative descriptive approach. The research subjects comprised the principal, vice principal in charge of the personnel, teachers, administrative staff members, school committee, and Muhammadiyah Branch Board Members. The data were collected through interviews, observations, and documentation study. The data trustworthiness was enhanced through source and technique triangulations. The data were analyzed using the interactive model in which the analysis and data collecting processes were simultaneously conducted.

The results of the study are as follows. First, The principal makes employee planning through the steps of (a) employee needs analysis, (b) employee recruitment, (c) employee selection. Second, The principal carries out organizing by (a) appointing and positioning personnel as vice principals and team members to help to run the school programs, and (b) together with the principals in charge of the curriculum and personnel, distributing teachers' jobs in accordance with their capacities and competencies, though in its implementation there are still teachers teaching not based on their competencies. Third, The principal carries out directing through the step of (a) employee guidance, (b) development of teachers' competencies by sending them to SD Muhammadiyah Sapan Yogyakarta for apprenticeship and to relevant training activities, and (c) development of teachers' careers by motivating them and providing them with the opportunity for further study in the S1 level. Fourth, The principal carries out supervising/controlling through the steps of (a) administrative supervision and teachers' teaching activities, (b) teacher performance evaluation, and (c) provision of reward and punishment. However, the supervision has not been maximally carried out because the principal is busy teaching and becomes a board member of the Muhammadiyah organization. The performance evaluation has not employed the evaluation standard as an evaluation guide but the performance is assessed based on teachers' and staff members' daily activities and on the students' achievements.

Key words : *employee recruitment, positioning, supervision, development, and evaluation*