

## **Developing Human Resource Management IN Increasing Sustainable Competitive Advantage IN SMAN 4 Bekasi Student**

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### **Abstract:**

Human Resources (HR) is a key component and determinant of success and failure in an organization or institution. Educational institutions are in dire need of talented people to help them succeed and achieve their goals. HR is the driving force behind the system and all facilities, assets, curriculum, facilities, infrastructure, and all other resources. All educational resources cannot function optimally if they are not supported by the availability of human resources, and should carry out strategic, integrated, cohesive, and comprehensive workforce planning for education personnel. This study uses the library research method, namely by collecting relevant data from books, journals, magazines, and so on. This type of research is qualitative research with a descriptive analysis method, namely a method that seeks to systematically present the material to obtain the results as a conclusion. Qualitative research is the process of exploring and understanding the behavior of individuals or groups. Describing social problems or humanitarian problems. This study uses the observation method by directly observing the activities carried out by students of SMA Negeri 4 Bekasi City. Education Personnel Planning provides direction for all institutions in terms of human resources needed, and human resource activities to be managed and developed, and can improve the effectiveness and efficiency of institutions, educators and education personnel can integrate with short-term planning goals and long-term educational institutions.

**Keywords:** Human Resources Development; Competitive; SMA

### **Introduction**

This research was conducted at SMA Negeri 4 Bekasi City for one month, starting from March 6, 2023, to April 6, 2023. The research location was at SMA Negeri 4 Bekasi City. The researcher is interested in conducting research at this school because the researcher wants to further develop the students of SMA Negeri 4 Bekasi City to become students who are superior in human resource management for a sustainable competitive advantage.

## Literature Review

People are born into organizations, raised by organizations, and most people spend their entire lives working for organizations. He spent his free time playing, praying, resting and organizing. Similarly, someone dies in an organization. This expression clearly indicates that people and organizations come together because an organization cannot function without the people around it (Akilah 2018).

Human resources (HR) is an important element in an organization. Because human resource management and development is very important for organizations (Yuliyati 2020).

Human resource management (HR) refers to the management concept itself. Management definition is known as the science or art of managing processes through the effective and efficient use of human and other resources to achieve business objectives. To increase the capability of human resources (HR), which can be regarded as an asset. HR acts as the driving force for running the company's business and production and is important for the company's survival. Enterprise development and development. The most important benchmark in talent development is good talent management to improve performance (Syarif, Faroman; Kurniawan, Andrie; Widodo, Zandra Dwanita; Nugroho, Hari; Rimayanti; Siregar, Edison; Isabella, Astrid Aprica; Fitriani; Kairupan, Daniel J I; Siregar, Zufri Hasrudy; Zamrodah, Yuhanin; Muhammad, Jahri; Suarjana 2022).

Human resources are undoubtedly one of the most crucial assets in management. This recognition extends to all levels of management, including educational management. Even with the significant advancements in technology, the human factor remains essential in determining the success of any organization. In essence, management revolves around effectively overseeing and directing people, to the extent that managing people is synonymous with management itself. Human resources encompass the individuals employed within an organization, each serving as a valuable component that contributes to the overall productivity and success of the organization. The skills, knowledge, abilities, and dedication of employees are essential in achieving the organization's objectives and goals. Therefore, effective management of human resources is imperative to ensure optimum performance, employee engagement, and the attainment of organizational targets. Recognizing the importance of human resources, educational management also places great emphasis on nurturing and developing the talents and capabilities of both students and educators. This includes various aspects such as recruitment, selection, training, professional development, performance evaluation, and employee well-being. By actively managing human resources and creating a conducive work environment, educational institutions can cultivate a motivated and skilled workforce, which in turn leads to enhanced educational outcomes and overall success. In conclusion, human resources are a vital component in management across all industries, including educational management. Proper management of human resources is fundamental to optimize organizational performance, drive innovation, and achieve long-term success (Akilah 2018).

Education plays a critical role in developing human resources and shaping the national character, contributing significantly to the progress of society and the nation. The quality of education directly influences the dignity and reputation of a nation. In a rapidly evolving world, advancements in science and technology have transformed every aspect of human life. Consequently, addressing various challenges requires not only dedicated efforts but also a mastery of science and technology. Education equips individuals with the knowledge, skills, and competencies necessary to navigate an increasingly complex and interconnected world. By providing a comprehensive understanding of scientific principles and technological advancements, education empowers individuals to find innovative solutions to pressing problems. The acquisition of scientific knowledge and technical expertise is crucial in addressing contemporary issues such as climate change, healthcare, energy sustainability, and poverty eradication. Furthermore, education fosters personal growth and development, shaping individuals into responsible and ethical citizens. It instills core values, such as tolerance, empathy, and respect for diversity, fostering social cohesion and harmony within a nation. Education also plays a crucial role in preserving cultural heritage and fostering a sense of national identity, contributing to the overall development and progress of a nation. In summary, education holds immense importance in developing human resources, cultivating national character, and driving societal and national advancement. As science and technology continue to evolve, the acquisition of knowledge and skills becomes increasingly crucial for individuals and nations. Therefore, investing in quality education is essential to ensure the sustainable and inclusive development of societies and nations. (Irawan 2021).

Education is indeed of paramount importance in unleashing human potential and enhancing the quality of human resources. Educational human resources pertain to the collective capabilities, both cognitive and physical,

possessed by educators and individuals engaged in the educational sector. The behavior and characteristics of educational personnel are influenced by a combination of genetic factors and environmental factors. However, the outcomes of their work are determined by their motivation to achieve personal fulfillment and satisfaction. Educational human resources constitute the foundation of all educational activities and hold immense significance. The quality of human resources directly impacts the success of national development. These individuals, who serve as decision-makers, policymakers, thinkers, planners, technology implementers, and development managers, play a crucial role in spearheading progress and development at a national level. It is essential to recognize that investing in the development and empowerment of educational human resources is essential for achieving sustainable and inclusive development. By enhancing the knowledge, competencies, and skills of these individuals, the educational sector can better fulfill its mission of shaping future generations, fostering innovation, and driving overall societal advancement. In conclusion, education holds the key to unlocking human potential and improving the quality of human resources. The individuals involved in the educational sector, with their unique blend of talents and capabilities, are instrumental in shaping the future of nations. Their effective management, capacity building, and motivation are crucial for successful national development and the realization of long-term goals (Arief 2021).

Without the active role of human resources, sophisticated media and devices will not benefit education. Educational institutions require an educational workforce planning stage to support the achievement of desired educational goals. Banghart and Trull argue that: The increasing complexity of modern technological societies creates a need for planning. Problems such as population size, labor demands, ecosystems, scarcity of natural resources, and haphazard application of scientific development require solutions from educational institutions (Hasnadi 2019).

For this reason, the role of educational management is extremely important, as the human resources utilized in education have a significant impact on the transformation of a country. We need people in this country, so education is the solution and we need management. Good educational management produces high quality human resources. Moreover, it also has a positive impact on the development of the nation (Arief 2021).

The concept of school-based managed education that is applied provides flexibility for educational institutions in managing resources. Educational institutions are expected to have a vision and mission that are more responsive to community needs, and community participation is also expected to be developed in their management. Educational institutions are expected to continue to improve quality through innovative and creative steps. Educational institutions are also expected to be able to provide individuality and a competitive advantage for the future (Triani 2022).

Effective human resource management must be considered to support the implemented business strategy. Because when management practices support a strategy to be able to create a competitive advantage that is the key to success in the educational environment. An educational strategy is successful when an organization can manage and improve the quality of its human resources by broadening its knowledge, skills, and abilities in such a way that they are involved in the process (competency-based human resources). Human resources such as educators and education personnel are active elements, while other elements are passive elements that can be changed by human creativity. Therefore, by managing high-quality human resources, we are expected to maximize their potential and support the formation of high-quality education (Utamy, Ahmad, dan Eddy 2020).

Strategy to develop the contribution of human resources to the organization to achieve success. Quality resources owned by the organization have an impact on increasing the competitiveness of the organization. All tasks and work are directed at organizational success (Zulkipli 2022).

Competitive advantage is created through effective talent management that considers internal and external factors of the organization. Effective human resource management must be considered to support the implemented strategy. An organization's strategy will be successful if it can manage and improve the quality of its workforce by expanding the knowledge, skills, and competencies of its people (competence-based talent). The people involved in every process or activity of this organization are knowledge-based people with skills and expertise (Darmadi 2022).

After knowing the benefits of human resource management in increasing sustainable competitive advantage in the education sector. Based on this, the objectives of this study are: (i) to improve human resource management for students of SMA Negeri 4 Bekasi City, and (ii) as a learning tool for the education sector to increase sustainable competitive advantage.

## **Human Resource Management**

The term management comes from the English language "management". The definition of management, governance, and control. Regarding management, it has several implications: (Rahman 2020).

- 1) According to Harold Koontz & O'Donnel, the Principles of Management state: concerning the achievement of objectives carried out by and with other people.
- 2) According to the book George R. Terry Principles "Management" is defined as: "Management is a process. During planning, organizing, and mobilizing Implementation and monitoring using Art knowledge and technology to achieve the goals previously set.
- 3) According to the Encyclopedia of Social Sciences, control is defined as A process of achieving a certain goal that is being held.

Human resources (HR) is an integral factor that cannot be separated from any organization, including institutions and companies, as it plays a pivotal role in determining their development. HR is essentially comprised of individuals who are employed in an organization or institution, serving as a driving force to achieve the goals and objectives of that entity (Rahman 2020).

Human Resource Management (HRM) is a specialized field of management that focuses on studying the various aspects of human relations and roles within corporate organizations. It encompasses activities such as recruitment, selection, training, development, performance evaluation, and employee welfare. The aim of HRM is to effectively manage and optimize the human resources within an organization to ensure their alignment with the overall organizational objectives and foster a productive and harmonious work environment. Human resource management is a matter that includes the development, use, and protection of human resources both in work relationships and those who are self-employed (Bintoro 2019).

According to Dr. Malayu S.P. Hasibuan, in his book, HRM is the management of human relationships and the role of the workforce so that they can contribute effectively and efficiently to the achievement of organizational, employee, and community goals. It is defined as science and technology. According to Ghauzari, HRM is the activity that an organization must perform to ensure that its knowledge, skills, and abilities match the requirements of the business. On the other hand, according to Edwin B. Flippo, human resource management involves the procurement, development, compensation, integration, retention, and Refers to the planning, organization, management and control of layoffs, etc. Society (Bintoro 2019).

Human resource management is the management of human resources to achieve maximum levels or to perform tasks effectively and efficiently to achieve goals within a company, its employees, and even its community. It refers to effort (Bintoro 2019).

The most strategically important means of implementing national development is education, especially improving the quality of human resources. The Indonesian government recognizes the role of education strategy and has always supported the idea of making the education sector a priority for national development. For this reason, the government established the National Education System as provided in her Law No. 20 of 2003 on the National Education System (Miranti 2021).

In educational institutions, human resource management includes the use of functions and activities that contribute or contribute to the goals of the school and ensure that resources are used effectively and effectively. Includes all activities related to awareness of the importance of educators and educational staff. By people or for the benefit of individuals, schools, or communities. Based on this understanding, Astuti believes that the position of personnel cannot be replaced by other factors that arise from the value of their contribution to the school. Educators and teaching staff are considered a school's value when their presence is needed, they add value to school productivity, and their activities are in the demand chain of the school system (Nurmalasari dan Karimah 2020).

## **Human Resource Management Strategy**

The emergence of human resource management strategies can be traced back to the organizational transformation towards strategic management. In modern management practices, all departments of a company strive to align their working methods and practices with the company's overall strategy to improve organizational performance. Strategic HRM comes into play when human resources departments want to align their strategies, processes, and practices with broader organizational strategy. This collaboration enables human resource

management to contribute effectively to achieving organizational goals and objectives. Ignoring the relationship between HR and corporate strategy, HR remains a functional organizational process (Aryani 2019).

This forces these organizations and academics to think more broadly about human resources. Strategic thinking includes strategic recruitment and selection, strategic planning, strategic training and development, strategic compensation and compensation systems, strategic succession, and strategic evaluation. All these HR functions and processes correspond to HR strategy and integrate horizontal and vertical business strategies and goals (Aryani 2019).

The competency to develop strategic plans for human resource management is a crucial skill that requires a comprehensive understanding of an organization's business aspects, as well as its vision and mission. It involves the capacity to align the organization's vision and mission with workforce planning, which necessitates advanced knowledge and skills in HR forecasting methodologies. These methodologies help identify suitable approaches and generate data to formulate workforce planning strategies that align with organizational objectives. To successfully execute these plans, a profound mastery of human resource management practices, policies, and tools is also essential. With this mastery, HR professionals can effectively navigate the challenges and complexities of managing the organization's workforce while ensuring alignment with strategic goals and objectives. (Utamy, Ahmad, dan Eddy 2020).

The emergence and adoption of human resource management strategies are directly influenced by the growing trend of strategic management within organizations. In contemporary management practices, companies strive to align all their functions, including human resources, with the overarching corporate strategy to enhance overall organizational performance. Strategic resource management comes into play when human resources departments proactively align their strategies, processes, and practices with the broader organizational strategy. This synchronization ensures that human resource management directly contributes to the realization of organizational goals and objectives. By aligning human resource strategies with the corporate strategy, organizations can effectively optimize the management of their human capital. This entails strategically planning and deploying employees, implementing performance management systems, fostering robust talent acquisition and development programs, and creating employee engagement initiatives that are in line with the organization's strategic direction. A successful alignment between human resource management and organizational strategy enhances the organization's ability to attract and retain top talent, foster a positive work culture, drive employee productivity and commitment, and ultimately achieve overall success. In summary, the adoption of human resource management strategies is a response to the increasing focus on strategic management within organizations. This alignment allows HR departments to contribute effectively to the achievement of organizational goals and objectives by synchronizing their strategies, processes, and practices with the broader organizational strategy. (Nurjaman et al. 2020).

### **Human Resource Planning Process**

The human resource planning process begins with understanding the vision, mission, goals, strategy, and organizational structure of education and assessing the current status of human resources in terms of both quantity and quality. Next, calculate the HR needs that need to be met according to your organization's strategic plan. Next, study how large of a gap is needed between current staffing levels and staffing levels to account for existing staff depreciation. Formulate how many people to employ and which people are redundant or no longer needed. Then it will make a recruitment plan for the people who are still needed, and make a plan to reduce the number of people who are surplus. For large organizations, the process of assessing needs and planning to meet needs must be supported by a good quantitative approach and accurate and reliable data (Hasnadi 2019).

HR planning is the most important unit of modern companies and organizations, so human resource policies have a great influence on society. The stages of proper educational HR planning require certain steps related to educational HR planning activities in a modern organization. These steps include (a) data collection and analysis to forecast the expected HR demand and supply for future planning, (b) developing planning objectives, (c) designing and implementing programs to achieve planning objectives, and (d) monitoring and evaluating ongoing programs. These four stages can be implemented to achieve short-term goals (less than one year), medium (two to three years), and long-term (more than three years) (Hasnadi 2019).

## **Methodology**

This research aims to analyze the role of human resource management (HRM) in enhancing sustainable competitive advantage among students of SMAN 4 Bekasi. The study focuses on how effective HRM practices can contribute to the development and success of students in terms of acquiring competitive skills and knowledge.

The research will involve collecting data through surveys or interviews, assessing the current HRM practices in SMAN 4 Bekasi, and examining their impact on students' competitive advantage. The study will also explore the relationship between HRM practices, student development, and the school's overall performance.

By identifying the key HRM practices that contribute to students' competitive advantage, the research aims to provide recommendations for improving HRM strategies in SMAN 4 Bekasi. This can lead to the enhancement of students' skills, knowledge, and capabilities, ultimately increasing the school's sustainable competitive advantage.

This study uses the library research method, namely by collecting relevant data from books, journals, magazines, and so on. This type of research is qualitative research with a descriptive analysis method, namely a method that seeks to systematically present the material to obtain the results as a conclusion. Qualitative research is the process of exploring and understanding the behavior of individuals or groups. Describing social problems or humanitarian problems.

This study uses the observation method by directly observing the activities carried out by students of SMA Negeri 4 Bekasi City. In addition, the observations in this study include (i) Historical and Geographical in SMA Negeri 4 Bekasi City, and (ii) The situation of students at SMA Negeri 4 Bekasi City. Using the interview method, the researcher interviewed students of SMA Negeri 4 Bekasi City as key informants.

## **Case studies**

### **Human Resource Development Process**

The development of human resources in SMA Negeri 4 Kota Bekasi is the most important part of the school's internal management. As the most important part of the educational environment, it is not considered trivial because it will harm the educational environment so the possibility of educational growth will be slow. Therefore, SMA Negeri 4 Kota Bekasi must continue to provide training to its students to realize students excel in doing something that has been planned by the school. Good human resources will have a positive impact on the educational environment.

Based on the results of this study related to the process of developing sustainable competitive HR Management in the SMA Negeri 4 Bekasi City environment, this research shows through several processes including: (1) Knowing the needs and abilities of students in optimizing learning activities, so that each student can take part in learning well. (2) Conduct training for female students to obtain superior human resources in their respective fields. (3) Giving awards to students, with the aim that students are more enthusiastic in their learning. And also expected to maintain the loyalty of students in learning. (4) Establish good relations between teachers and students to foster a sense of kinship in the school environment.

The development of personality involves the progressive assimilation of knowledge, behavioral patterns, and habits. Character formation extends beyond mere knowledge acquisition. Possessing knowledge does not automatically translate into the ability to apply that knowledge in practice. Without consistent practice (i.e., converting knowledge into habit), one's character remains within the realm of emotions and self-conditioning. Developing virtuous character requires the integration of three components: moral knowing, moral feeling, and moral action. To cultivate virtuous character, it is important for students and all members involved in the education system to comprehend, internalize, appreciate, and actively practice virtuous values. This process involves not only intellectual understanding but also emotional engagement and ethical conduct. It necessitates creating an environment that fosters moral growth and provides opportunities for individuals to exercise, develop, and reinforce virtuous behaviors. In the educational context, character development should go beyond imparting knowledge and focus on nurturing individuals' ability to internalize and embody virtuous values. This can be achieved through strategies such as explicit moral education, creating a culture of ethical conduct, providing moral role models, offering opportunities for moral reflection and discussion, and integrating moral values across the curriculum (Jumiati dan Noor 2021).

The development of educational institutions in Indonesia has been influenced by various parties, both internal and external factors. The internal and external environment is quite important to realize the vision, mission, and goals of educational institutions. Internal and external interactions have influenced important skills and strategies in decision-making. Studies that discuss the organization of educational institutions that are influenced by internal and external factors tend to discuss three things. First, performance management to improve the quality of human resources, through performance management it is hoped that it can create a quality-oriented organizational climate and atmosphere (quality culture) and have (a competitive advantage) in educational Institutions. Such as realizing students in actively developing their potential, and having the spiritual strength and skills needed in society. Second, educational institutions already have harmonious organizational performance among the various existing components, so the obsession and ideals of quality education will soon be realized. This includes discussing organizational theory, mechanisms, and types, and determining organizational structures, including interactions between internal and external parties. Third, the management of educational institutions towards webometrics as an international recognition database for ranking the quality of education (Astari 2021).

### **The Challenges of Human Resource Development for Students of SMA Negeri 4 Bekasi City**

Human resource development has become part of various organizations in today's dynamic environment and competition is also a strategy to gain competitive advantage. The development process allows students to meet challenges quickly and effectively. Education utilizes its resources to make this happen. The thing that differentiates one education from another is knowledge, other supports such as money and other tangible goods such as land, machinery and equipment, buildings, and vehicles cannot be said to be a differentiator from education but can be used as a tool to put the organization in a condition that is ready to compete. Knowledge is a social resource that is universal, anyone can access it through various means such as books, scientific publications, the internet, and others. Because of this, the factor that makes education different from other education lies in the ability of human resources to utilize the knowledge they master to produce quality products and services that can provide satisfaction to consumers (Rahmadani dan Qomariah 2022).

### **Implications of Human Resource Development Strategies in Increasing Competitive Advantage**

Human Resources is part of policy development in the educational environment. If teaching staff carry out strategic planning, it is possible to see important characteristics related to HR issues. HR issues continue to increase, especially concerning skilled workers, who have adaptability and can deal with ambiguity.

Based on the results of this study, there are several policies for SMA Negeri 4 Kota Bekasi in planning human resource development strategies, including:

- 1) The school has implemented a program that encourages students to participate in extracurricular activities in order to develop additional skills. The primary objective of these extracurricular programs is to deepen and broaden students' knowledge, establish connections between various subjects, provide a platform for students to showcase their talents and interests, and complement the overall effort of nurturing well-rounded individuals. The composition and structure of the program are designed in accordance with the school's circumstances and needs, specifically tailored to match the factors of student interest and talent. Various extracurricular options are available, ranging from sports activities such as Futsal, Basketball, Swimming, and Athletics to artistic pursuits such as Chorus, Traditional Dance, Band, Marching Band, and Theater. Additionally, there are opportunities for language development through programs like ECC, Artemis, and Literacy, as well as options for IT exploration through Computers and Photography. The field of State Defense is also covered through activities such as Scout, Paskibra, Pataka, Paskasis, and PMR.
- 2) The school has adopted a distinctive teaching approach by providing specialized training facilities such as laboratory rooms tailored to specific subjects. For instance, in the Science major, there are separate physics, chemistry, and biology laboratories, each serving different functions. Similarly, in the social studies department, a dedicated laboratory is available to facilitate social learning activities related to subjects like sociology, economics, and geography. These laboratories are equipped with special equipment such as computers and internet access. Additionally, language laboratories are established to enhance language skills, particularly in schools with Language Departments. Computer laboratories and multimedia laboratories are also present to support various educational activities.



The provision of these laboratory rooms enables students to directly apply their knowledge and improve their skills, benefitting their education and future career prospects. It is imperative for the school to ensure the proper facilitation of these laboratory rooms and allocate specific time slots for students to utilize them effectively. Furthermore, students may also have the opportunity to utilize other laboratories to acquire different skills, aligning with their interests and talents. This approach allows students to explore diverse areas and leverage their individual abilities.

- 3) By providing state-of-the-art facilities and technology, the school enables students to develop their skills further. With enhanced skills, students have the opportunity to participate in competitions where they can showcase their abilities. Winning these competitions can lead to various benefits, such as scholarships for tertiary education provided by the government. For instance, in the upcoming National Science Olympiad Competition for SMA/MA, two students from SMA Negeri 4 Bekasi City have won bronze medals at the provincial level. As a result, they will represent the province of West Java at the national level OSN competition.

Additionally, in the year 2021, 52 students from SMA Negeri 4 Bekasi City have received acceptance into the SNPMTN State University. This is a significant achievement, showcasing the exceptional capabilities and achievements of the students from the school. Being accepted into state universities through a competitive selection process demonstrates the high competence and academic readiness of these students.

Overall, the provision of advanced facilities and technology in the school, combined with students' dedication and participation in competitions, contributes to their success in gaining scholarships for higher education and securing admission to reputable universities.

There are Indonesian language debate competitions, Indonesian student research Olympiads, and national student sports Olympiads participating in these competitions can foster increased insight into knowledge, abilities, and creativity and instill discipline and hard work to master science and technology. By participating in the competition, students will receive scholarships from the government, these scholarships can be in the form of discounts on school fees and pocket money for students, or in the form of scholarships for fees at tertiary institutions.

Rewards or honors given to students can increase their self-confidence, foster learning motivation, and develop themselves. In practical terms, appreciation means an act of appreciation or respect. The reward can also be referred to as a reward in the form of prizes and trophies given by the school. Of course, a reward is an educator's tool in the form of awards or pleasant things that are given to students because they have achieved something or done positive activities. Gifts can be given as a form of appreciation to increase the spirit of doing good things.

- 4) The success of students who have high-achieving skills, of course, cannot be separated from the relationship between the students and the teachers who teach the students to hone the skills that students have. For example, BK teachers invite students to provide guidance both academically and non-academic so that students can choose the skills they have without any coercion from parents or the school. And also, other teachers are science teachers who can teach students to have skills in the fields of biology, chemistry, and physics, as well as social studies teachers who can teach students in their fields, and language teachers who can teach skills to students who speak Indonesian good or foreign language.

Competitive advantage is all the resources that an organization has and how competitive they are. The advantages of resources themselves highlight the superiority and expertise of these resources, in this case, aspects of competence and innovation. Competitiveness, on the other hand, means superior organizational performance to date. The results of product innovation have a positive impact on competitive advantage. In marketing, manufacturing, and other fields, unique expertise, resources, and innovation are seen as a source of competitive advantage for organizations. The ability to make people an important part of achieving competitive advantage. The ability to develop student's skills is a strategy that is difficult for other students to imitate (Rahmadani dan Qomariah 2022).

This article centers on the importance of developing human resource management (HRM) practices to foster sustainable competitive advantage in students of SMAN 4 Bekasi. It highlights the concept of competency, which encompasses various aspects such as knowledge, understanding, skills, values, attitudes, and interests. Competence is viewed as the integration of skills, knowledge, and attitudes.



Competencies play a crucial role in assessing standards, providing clear benchmarks for success in development activities, shaping development systems, and contributing to the formulation of job descriptions. By identifying and evaluating competencies, educational institutions can establish clear expectations and criteria for students' growth and development.

The development of competencies is essential in preparing students for future challenges and opportunities. It involves nurturing a range of skills, acquiring knowledge and understanding in various subject areas, and cultivating positive values, attitudes, and interests. This holistic approach ensures that students are equipped with the necessary capabilities to excel academically, socially, and professionally.

Furthermore, by aligning HRM practices with the development of competencies, educational institutions can effectively support students' growth. Standards are designed to reflect international agreements while considering various local or national aspects and cultures. Existing competency standards can be utilized by various stakeholders, particularly the education sector, to improve students' basic skills and curriculum development efforts. By implementing effective HRM practices and incorporating competency-based approaches, SMAN 4 Bekasi can enhance its students' competitiveness and contribute to sustainable development in Indonesia.

This article explores the concept of developing human resource management (HRM) in increasing sustainable competitive advantage in SMAN 4 Bekasi, focusing on the implementation of competency-based management and school-based management. It examines the role of HRM practices in improving student competencies, such as knowledge, skills, attitudes, and values, which are crucial for their success in today's globalized and technologically advanced world.

The article emphasizes the need for a decentralized management approach, where schools are given the authority to make decisions related to curriculum, teaching methods, assessment, and resources. By empowering schools to manage themselves within rational boundaries, a more effective and efficient education system can be established.

Furthermore, strategic development strategies are discussed, including the importance of quality teaching staff, innovative approaches to compete with outstanding schools, raising educational standards, and curriculum reorganization. The article also highlights the significance of creating a positive learning environment, promoting students' motivation and interest in learning, and considering individual differences and readiness to learn.

Additionally, the article emphasizes the role of the curriculum in enhancing student competencies and presents the competency-based curriculum as a solution. The curriculum should be flexible, simple, and aligned with global challenges and technological advancements while incorporating ethical and moral education.

In today's rapidly changing and competitive world, educational institutions must strive to develop the knowledge, skills, attitudes, and values of their students. HRM practices play a crucial role in achieving this goal. By implementing competency-based management, schools can identify and assess the skills and knowledge that students need, enabling them to tailor their education to meet their individual needs and prepare them for the future.

Furthermore, school-based management allows for the empowerment and decentralization of decision-making processes. Schools are given the authority to make decisions regarding curriculum, teaching methods, assessment strategies, resource allocation, and staff.

## **Conclusion**

Human Resource Development (HRD) is the process of anticipating an organization's/institution's future talent needs and taking steps to ensure that those needs are met. Human Resource Development determines where to find teaching staff, when they are needed, what kind of training and development the workforce should have, and guides for the future. Human Resource Development makes it possible to adapt HR career paths to individual needs to meet the needs of educational institutions.

A good PSDM can predict the future by projecting an analysis of the information it receives. HRM is needed for personal, institutional, and national interests. The importance of HRD for individuals is to set goals to be achieved so that the activities of each period will be more targeted, effective, and efficient, for the benefit of the organization and the nation. To achieve effective HR, it must be integrated with strategic and operational planning. The implementation of the plan can be known through an HR audit to find out whether the HR department is performing well and acting according to the plan.

To improve student competencies, several factors need to be considered, including individual differences, readiness to learn, and motivation, alongside creating a preferred learning environment for students. By taking these factors into account, the desired outcomes aligned with educational goals can be achieved.

However, specifying education solely in terms of behavior limits teachers' ability to truly transform student behavior. Education is not just about tutorials that may result in a mechanistic and less humane approach. It goes beyond that, requiring high levels of intelligence, critical thinking, complex competencies, and moral behaviors to navigate.

Institutionally, to enhance student competencies, there is a need for a system that can accommodate these goals. One such system is school-based management, which grants schools the autonomy to manage themselves according to their specific needs, conditions, and environmental demands.

Under a school-based management approach, schools have full authority to make decisions regarding educational programs, time allocation, curriculum, human resources, and professional development.

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