

ANALYSIS OF HUMAN RESOURCES MANAGEMENT IN IMPROVING LEARNING STRATEGIES AT MAN 2 SITUBONDO DURING THE COVID-19 PANDEMIC

Imam Turmudi

State Islamic University (UIN) Kiai Haji Achmad Siddiq Jember,
Indonesia.

E-mail: turmudiimam34@gmail.com

Abstract: This study aimed to determine learning strategies in the New Normal Era. In the last few years, Indonesia especially experienced the Covid 19 disaster, which caused all elements of life to experience a new era to live life. This field study was conducted at the Madrasah Aliyah Negeri 2 Situbondo institution because the institution in the teaching and learning process must use effective and efficient strategies to support ongoing learning and to find out Analysis of Human Resource Management in the New Normal Era's improving learning strategies. The method employed in this study is a qualitative descriptive analysis study strategy. In the new normal era, human resource management enhances learning techniques through efforts, mature readiness, and debriefing in terms of Information Technology abilities and virtual learning habits, according to the survey results. The most effective learning method in the new normal period is to adhere to the regulations set forth by the Ministry of Education and Culture regarding virtual learning on a platform that has been approved. In order to reduce misunderstandings between teachers and students, it is essential that both students and teachers have the necessary tools, credentials, and awareness of the factors that will determine the course of learning. To prevent lying, being lazy, and cheating on tests, students study at home under the guidance and supervision of their parents. in order to maintain the standards of ethics, morals, and norms in academia.

Keywords: Human Resource Management, Learning Strategy, New Normal.

Introduction

We are aware that managing human resources is a crucial part of any business or institution of higher learning. Not to be disregarded in this is how human resources commit themselves to embracing the change from routine (as is) to pandemic (since it has touched dozens of countries worldwide) to become the new routine (normal with new habits). The new normal era preferred over the previous one because we must be prepared at this time, after several months of refraining from leaving the house for unneeded items, similar to the fasting process.

In order to prepare for the epidemic that may affect those who are not picky or know anyone, even some people are compelled to be quiet for an unknown amount of time. To prevent the spread of this rapidly spreading virus, government agencies, education, and elements requiring excessive physical contact have been temporarily suspended from following social distancing rules for nearly three months. In the world of education, where kids have longer vacations than usual, boredom and boredom start to dress themselves up as justifications for skipping classes, friends, and other activities they usually do. Even based on the spectacles seen now. Indeed, educational institutions are also on a fast track to maintain learning that is supported by the online method.¹

From an Islamic standpoint, education has been critical in efforts to produce human beings who are dependable and capable of meeting the challenges of the times. Human Resources (HR) is critical to achieving development performance, putting humans in their role as development resources. Human resources are important in determining a country's progress. The ability of Indonesia's human resources, particularly those characterized by an ability to master science and

¹ Rifa Hanifa Mardhiyah et al., 'Pentingnya Keterampilan Belajar di Abad 21 sebagai Tuntutan dalam Pengembangan Sumber Daya Manusia', *Lectura: Jurnal Pendidikan* 12, no. 1 (4 February 2021): 29–40, <https://doi.org/10.31849/lectura.v12i1.5813>.

technology and strengthen faith and piety to God Almighty, will have an impact on the Indonesian nation's survival in the current global era. Human resources are an important resource in management.²

Following health guidelines and motivating teachers, who are among the most crucial human resources in teaching and learning activities, to take precise action to manage learning without face-to-face interaction without taking away the learning essence itself are the two main guiding principles of learning strategies in the new normal era. Teachers frequently provide examples, provide links, and invite pupils to follow them at home, much like it is today widespread on social media. This is a productive strategy for educating children during the pandemic and the new normal time.³

Teachers' and parents' role is very influential in the achievement of the learning process at home. Therefore cooperation between the two is vital in assisting children. Parents are the place where the first educational interaction occurs. Parents are teachers to children before entering school age. Besides that, before implementing online learning, parents play a role in shaping children's character. If the conditions before the pandemic were due to various kinds of busyness, parents completely surrendered their child's learning to the teacher at school. However, with this pandemic, parents must optimize their role in assisting children in learning online. According to the results of Hajeni's research, education requires a more significant role for parents in supervision and learning at home.⁴

However, the virtual approach used in this new civilization of human life encountered a number of difficulties due to the inefficiency of both human resources, in this case, teachers, pupils, and parents. Therefore, HR

² Yudi Ardian Rahman, 'MANAJEMEN SUMBER DAYA MANUSIA', n.d., 22.

³ Endah Winarti, 'PERENCANAAN MANAJEMEN SUMBER DAYA MANUSIA LEMBAGA PENDIDIKAN', *Jurnal Tarbiyatuna Vol. 3 No. 1 2018* n.d., 26.

⁴ Hajeni Hajeni, Marhani Marhani, and Lulu Febrianti, 'Optimalisasi Peran Guru dan Orang Tua dalam Pembelajaran Online pada Masa Pandemi Covid-19', *Jurnal Obsesi : Jurnal Pendidikan Anak Usia Dini* 6, no. 4 (24 February 2022): 3242–52, <https://doi.org/10.31004/obsesi.v6i4.2327>.

needs to be aware of its ability to innovate with new approaches to harmonize KBM with the times we live in. Experts have also conducted extensive research, and their findings support Ni'mah's assertion that: There are some challenges associated with this online learning, specifically: 1) Power outages can occur while using educational programs 2) Poor internet connection 3) Uncertain parental commitment 4) Students who find this method of instruction difficult 5) Miscommunication between instructors and students 6) Science and technology ignorance.⁵

In connection with the theory above, after the teacher correctly designs e-learning in the planning process, the next task is implementation to be applied to students. No matter how good the system is built or added with the ease of the interface, it will not help much online learning if the elements of brainwave or users, namely students and teachers, are not proactive in using it.⁶ The success or failure of a student in e-learning is, of course, one of the factors the presence of a complete content design from the teacher, so here students must be able to make friends with the teacher and enjoy the learning that has been presented. Teachers provide rewards and punishments in e-learning to improve the quality of students in education so that students will follow the teacher's orders and suggestions.⁷

This study is a descriptive qualitative one, which means it attempts to comprehend and interpret the significance of a particular event of human behavior interaction from the researcher's point of view without using statistical methods or other types of calculation. Bogdan and Taylor define qualitative understanding as a research process that generates descriptive

⁵ Apriyanti Widiensyah, 'Peranan Sumber Daya Pendidikan sebagai Faktor Penentu dalam Manajemen Sistem Pendidikan', *Jurnal Humaniora* 18, no. 2 (2018): 6.

⁶ Hadi Warsito et al., 'PEMBELAJARAN ONLINE PASCA PANDEMI COVID 19: IDENTIFIKASI MASALAH PEMBELAJARAN DARING' 5, no. 1 (2022): 10.

⁷ Nisak Ruwah Ibnatur Khusnul and Aris Suharyadi, 'Strategi Dosen Dalam Manajemen E-Learning Guna Meningkatkan Hasil Belajar Mahasiswa di Perguruan Tinggi', *Kelola: Jurnal Manajemen Pendidikan* 8, no. 1 (22 June 2021): 34–48, <https://doi.org/10.24246/j.jk.2021.v8.i1.p34-48>.

information in the form of spoken or written words as well as observable human behavior, with a general focus on the context and the individual.⁸

The post-positivity ideology serves as the foundation for the qualitative research methodology of examining natural objects (not experiments) centered on the researcher, and the data collection method is based on triangulation (combination). Inductive or qualitative data analysis is used, and the findings of qualitative research place an emphasis on significance rather than generalizations.. This survey uses one type of field survey. Field research, namely researchers who go directly to the field they are studying to obtain accurate, objective data and information per this discussion. Field surveys collect, process, and analyze data from survey sites. In this case, the researcher.⁹

The location of this research indicates where the researcher will conduct the investigation. This research area is also a place to find objective data to answer the problems that have been determined in the study, the location of which is Madrasah Aliyah Negeri 2 Situbondo.

Data acquisition techniques used are observation, interviews, and documentation. According to, observation is a way of obtaining data by investigating carefully and carrying out a systematic recording process. Meanwhile, according to Kartono, observation is a conscious and systematic study of social and psychological symptoms through observation and recording.¹⁰ According to Kartono, The interview is an oral question-and-answer session where two or more individuals are physically facing each other and the discourse is focused on a specific issue.

Interviews were conducted to obtain as much data or information as possible and as clearly as possible from the research subjects. Interviews are

⁸ Sugiyono, *Metode Penelitian Kombinasi (Mixed Methods)* (Bandung: Alfabeta, 2012., n.d.), 326.

⁹ Sugiyono. 326

¹⁰ Andi Mappiare AT, *Dasar-Dasar Penelitian Riset Kualitatif Untuk Penelitian Sosial Dan Profesi* (Malang: Jengala Pustaka Utama, n.d.).

the most frequently used form of data collection in qualitative research.¹¹ Due to the fact that records are frequently utilized as data sources to test, analyze, and even predict, the usage of records in research as a data source has been around for a while. There is documentation to support the data. The researcher used documentation techniques to collect data from non-human sources. This source includes of written materials and audio files.

Human Resources: an Overview

Human resource management is neither a destination or the culmination of a process; rather, it is a tool or instrument used to carry out a larger plan. As a result, the human resource management department or unit within an institution is held accountable for supporting other departments within the institution or company. Mangkunegara describes human resource management as the handling and application of personal resources. In a different sense, it refers to the organization, planning, and execution of supervision over the hiring, training, development, payment of wages, integrating, maintaining, and terminating of employees in order to meet the goals of an Institution.

Human resource management in every institution/organization must be by the organization's goals with neither too much nor too little. This is due to the excess or lack of goal applications in each institutional unit, which shows inefficient or wasteful use of human resources. Therefore, it is important for every institutional team that employs or manages human resources to maintain the proper ratio between those resources' quality and quantity. must conform to the predetermined objectives.¹²

In other words, the three HR components in this case—teachers as educators, students as students, and the main person—as stakeholders in education—are essential and key in management. The primary factor

¹¹ Lexy J. Moleong, *Metode Penelitian Kualitatif* (Bandung: PT. remaja Rosdakarya, 2012, n.d.).

¹² Aprilianto, 'Manajemen SDM' (Yogyakarta: Bening Pustaka, 2019. 10, n.d.).

that is equally significant is the connection between community involvement and parental involvement.¹³

Direct or indirect collaboration between schools and the community is a possible activity. For instance, help and backing from those involved in schooling. Education institutions must be upbeat and proactive in their socializing and related activities even though not all societal levels have contributed equally in order to provide the finest outcomes.¹⁴ Teachers must be qualified and perform effectively in globalization by seeking to grasp various information and communication technologies. Teachers are a significant micro component affecting educational quality. This is because the globalization period has seen significant changes in the growth of information and communication. Teachers play a strategic role in learning and education.

especially in the midst of a pandemic and the period of transition to the new normal of the present era. In order to balance the psychological condition of sad children with restricted activities that can have a stressor influence, the two key components mentioned above must be shared and taken care of. preventing this by avoiding gaps with procedures that carry on from the prior normal era with additional supervision.

Paradigm Shift

The paradigm shift in managing organizations in a complex and uncertain period requires organizations to undergo a transformation process in order to adapt. The attempt to preserve survival in the face of ambiguous issues like COVID-19 is organizational reform. Organizations that adapt

¹³ Kartiko Kartiko, *Manajemen Mutu Pendidikan* (Yogyakarta: Bening Pustaka, 2019, n.d.).

¹⁴ Luluk Setyowati and Siti AttiyatulFahiroh, 'Perbedaan Tingkat Burnout Ditinjau Dari Kepribadian Pada Guru Inklusi Di Sekolah Dasar Inklusi Surabaya', *ARCHETYPE Jurnal Ilmiah Psikologi Dan Terapan* Vol. 2 No. 4. 2021 (Desember 2021).

quickly to environmental changes are more likely to succeed.¹⁵ Managers can use one of two approaches to dealing with organizational change, as shown below.

The first is a reactive change process, where the leader reacts to signals that change is required by making little tweaks to address specific issues. Second, the leader takes proactive action by investing a sizable amount of time and other resources to changing how the institution or organization runs. This process is frequently referred to as a program of planned change. The first tactic is less time-consuming and expensive than the second. A leader must be able to solve simple (minor) problems and regularly implement changes that are required for the position.

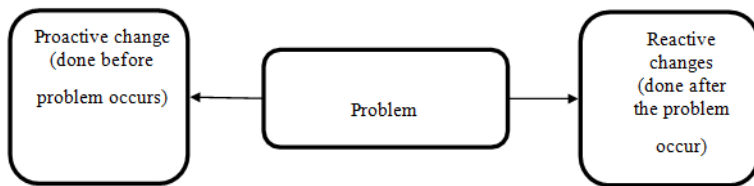


Figure 1. The Shifting Paradigm

The second strategy, a planned change program, entails actions to alter the current situation. Planned change, according to Thomas and Bennis, is the creation and application of novel structural innovations, policies, or goals, as well as a purposeful alteration in philosophy, climate, and operations. When a whole institution or organization must get ready for or adjust to change, this strategy is appropriate.¹⁶

This is shown by the pandemic's global growth, particularly in our dearly loved nation of Indonesia, which has a distinctive national anthem called Indonesia Raya. The significance is that since it is hard to foresee

¹⁵ Hardi Warsono, 'BIROKRASI BARU UNTUK NEW NORMAL: TINJAUAN MODEL PERUBAHAN BIROKRASI DALAM PELAYANAN PUBLIK DI ERA COVID-19' 2 (2020): 18.

¹⁶ Handoko Handoko, T. H T. H, 'Manajemen' (Yogyakarta: BPF, 1991, n.d.).

when this epidemic will ultimately cease, we must respond in accordance with the second strategy from the expert opinion above. Wallahu'alam. As academics, it is our duty to constantly exert effort while leaving the details to the professionals, particularly the medical team and the Education Office. They have gone to considerable lengths to design or update educational reforms that are suitable for the new normal period and are progressively being implemented in Indonesia's 34 provinces.¹⁷

Active participation in webinars during the epidemic is one of the measures. Even with a little amount of time, we may share directly from here with Indonesian designers, initiators, and politicians. Romi concluded the webinar on Monday, July 7, 2020 by stating, "We need to complement each other, teach, share experiences, and collaborate," which is in keeping with the declaration made by the Government. The manager of the KAIZEN educational institution at the time, Miss Riska, emphasized the value of cooperation between the school environment and the neighborhood during this pandemic.¹⁸

Table 1. Human Resource Potential Development

No	Human Resource Potential Development
1	The HR management can only realize good service by prioritizing the interests of education service users
2	Communication. In his work, Purwanto makes the case that communication is a difficult medium to use for spreading one's philosophy since it might lead to misunderstandings. There are several things that can prevent communication from happening, such as "issues with developing messages, problems with delivering messages, problems with getting notifications, and problems with comprehending messages. As Rizal also made clear, there are two

¹⁷ Umi Rusilowati, 'PRAKTEK MANAJEMEN SUMBER DAYA MANUSIA SELAMA PANDEMI COVID-19 PADA KARYAWAN YANG BERGERAK DI SEKTOR FORMAL DI INDONESIA' 4, no. 2 (2020): 11.

¹⁸ Basthoumi Muslih, 'Urgensi Komunikasi dalam Menumbuhkan Motivasi di Era Pandemi Covid-19' 5, no. 1 (2020): 9.

	ways in which communication between teachers and pupils occurs, and they are connected by the use of media like computers, television, radio, telephones, the internet, video, and so on.
3	The worldwide network entered this phase in the middle of the 1990s. The internet, which is also frequently used for information technology systems, connects organizations to a global network of information technology systems, which is known as a global network. On the other hand, knowledge application is emphasized.
4	Cycle PDCA (<i>Plan, Do, Check dan Act</i>) dan SDCA (<i>Standardize, Do, Check, dan Act</i>)

This cycle, which was started by expert Edward Deming, involves the following steps for continuous process improvement and control.¹⁹



Figure 2. PDCA Stages

Steps:

- Plan
 1. Identify the main problem
 2. Researching the leading causes
 3. Determine the influential cause
 4. Improvement plan, setting goals
- Do
 5. Responsibilities and implementation of plans
- Check
 6. Implementation evaluation and validation
- Act
 7. Review all feedback, make improvements
 8. Fixed standard

¹⁹ Iqbal Faza Ahmad, 'ALTERNATIVE ASSESSMENT IN DISTANCE LEARNING IN EMERGENCIES SPREAD OF CORONAVIRUS DISEASE (COVID-19) IN INDONESIA' 07, no. 01 (2020): 28.

According to the author, it is preferable to go through the transition stage first since it will determine if the later establishment of the new normal will be successful or unsuccessful. There are two stages of change that might take place: the termination stage and the transition stage, which describes the process by which you break old habits and develop new ones, or begin with a break and end with a commencement.

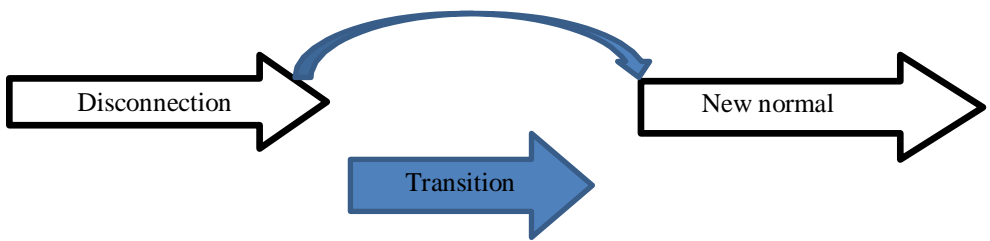


Figure 3. Stages of Change

Most people, in the author's opinion, have not progressed past the initial stage. People lack discipline when it comes to adhering to health guidelines. The stages that come after, such as the transition phase and the new normal phase, are difficult to enter as a result. On the other hand, it is not inconceivable that the new normal set will increase greatly if the transition stage is effective. It will be challenging to climb back up to the new normal location if the transition stage fails to implement adjustments, and it will likely sink into the depths of destruction. Before adjusting to the new normal, the author believes it is crucial to plan for and manage the transition phase as productively and successfully as feasible because the WHO and the government have permitted indicators.

Learning Strategies in the Middle of the Covid 19 Pandemic

The debate regarding opening schools as Indonesian society adjusts to the new normal is becoming more and more resonant and problematic. There are defenses for this. The fact that the school's funds are running low and it needs money to pay teachers, especially in private schools, is one of the arguments in favor of school openings. In contrast, student's parents and guardians made up the majority of the protesters. They are frightened because, although having started the shift to the new normal, Covid-19 cases have not totally subsided. Even if we notice that the government's unprecedented testing and tracking are leading to an increase in positive cases.

According to Detik Health on June 4, 2020, imitating the UK, Germany, and Vietnam, these three nations have chosen to go back to the New Normal and reopen their schools. Even yet, they adhere to strict health regulations, such as forcing pupils to wear masks, restricting the number of students allowed in a classroom, splitting the teaching period into two waves, and keeping windows open to allow fresh air to circulate.

The Ministries of Education and Culture, Religion, Health, and Home Affairs decided on June 15, 2020, to provide criteria for putting learning into practice throughout the COVID-19 period in both the present academic year and the following academic year. The health and safety of children, teachers, education professionals, families, and communities should always come first when developing educational policies. Early childhood, primary, and secondary school learning patterns for the new 2020–2021 school year will continue to start in July 2020. Face-to-face instruction in educational units is not permitted in places that are in the yellow, orange, or red zones. Education in these areas is still conducted primarily at home.

The appropriate course of action depends on the circumstances and is general emergency management. Turning teaching activities into online teaching is the goal of an emergency policy initiative called “Suspending Classes Without Stopping Learning.” Online or distance learning is now

standard practice. Online education is crucial for balancing the growth of the educational sector, which is supported by information technology and moves us into the digital era, both in terms of procedure and content, during the fourth industrial revolution. Online education allows for flexible learning that can take place at any time and anyplace.²⁰

It's important to distinguish between education during this crisis and education during regular times. The phrase "Closing classes without stopping learning" has a broad definition that encompasses all forms of curriculum-based structured learning. The goal of such education, which can be delivered in a variety of ways, is to facilitate student development. While this was going on, educational professionals underlined the need to incorporate knowledge of epidemic prevention and control to the formal national curriculum, with a focus on making this knowledge more accessible through classes on life skills, public safety, and mental health.

The results of Aminullah's research during the implementation of activities show that learning activities during the Covid 19 pandemic are carried out online and offline. Online learning performance is carried out by utilizing social media as an interaction tool between teachers and students. The media used include Whatsapp, YouTube, Google, etc., while offline learning is carried out by dividing students into several small groups by adjusting the time of each group to come to school while still paying attention to health protocols by the recommendations of the Health Service and the Government.²¹

The emergency management system must be used to link the objectives of all activities, starting with a dynamic process, and public safety education through policy implementation. Schools would benefit greatly from implementing a public emergency management system, which is a

²⁰ Wrong Zhang et al., 'Suspending Classes Without Stopping Learning: China's Education Emergency Management Policy in the COVID-19 Outbreak', *Journal of Risk and Financial Management* 13, no. 3 (13 March 2020): 55, <https://doi.org/10.3390/jrfm13030055>.

²¹ Fachrul Chandra and Nur Fitriani, 'PROSES PEMBELAJARAN SELAMA MASA PANDAMI COVID 19 (Studi Pelaksanaan PLP Dasar)', n.d., 6.

procedure that permits centralized emergency decision-making and information transmission as well as a means of managing classrooms and multi-level response (principals, teachers, and parents).

Human Resource Management: Analysis of Developing E-Learning during the Covid-19 Pandemic

Due to Indonesia's numerous schools are closed to stop the spread of COVID 19, the entire academic community would suffer the most if schools are shuttered. If anything, students are the ones who are most affected, if observation is accurate. The epidemic will put off carrying out learning tasks for a year till an undisclosed time limit if learning stops or is delayed. Education that is focused on meeting appropriate needs that are relevant to the world is therefore critically needed.

Because of this, education needs trustworthy infrastructure and human resources for effective instruction. Teachers and academic staff at schools have been urged by Covid-19 to adopt numerous regulations relating to educational activities. The author, who works in the field of education, observes how the home study policy, which will be implemented for students in March, would affect them. Like it or not, the planned agenda has degenerated into a shambles. Institutions of higher learning must assess their policies as well to prepare for the effects of COVID-19. The removal of the National Examination and the requirement that the final school exam be given via WhatsApp are two of the changes. The administration of educational institutions must be flexible enough to respond to the pandemic and must be able to carry out the daily schedule while keeping psychological and social distance.

This is under Andina and Nurus Sa'adah's research studies into the effects of COVID-19 on educational activities have been carried out. Unfortunately²² All of these primary research have produced no findings,

²² Andina Amalia and Nurus Sa'adah, 'DAMPAK WABAH COVID-19 TERHADAP KEGIATAN BELAJAR MENGAJAR DI INDONESIA', *Jurnal Psikologi* 13, no. 2 (2020): 214–25, <https://doi.org/10.35760/psi.2020.v13i2.3572>.

hence a literature review is required to gather complete data. This study investigated the impact of COVID-19 on educational activities by analyzing the holdings of multiple libraries of journals, documents from various print media and electronics, as well as teaching and social science, sociology, and anthropology books. The results of this literature review demonstrate that the majority of teaching and learning activities in a number of Indonesian schools can function effectively. However, due to limitations, there are still some deficiencies. Specifically, there are issues with proper facilities and infrastructure, restricted internet connection, lack of budgeting, and teachers' and students' poor ability to adapt to and master information technology.

Solution There are both direct and indirect things that people can perform. The direct response comes from the school, while the indirect response comes from Governmental action via the Ministry of Education Republic of Indonesia. It has frequently been stated that schools order effectively deliver online learning, instructors, principals, and parents must work in structured collaboration and administration. For the curriculum to be implemented into effective learning, the principal of a school in such a strategic location must demonstrate effective leadership. A principal who exemplifies good leadership is necessary for a school to effectively realize its vision, carry out its mission, meet goals and objectives, and conduct learning activities.

The forms of school management that educational institutions can apply in the new normal era include:

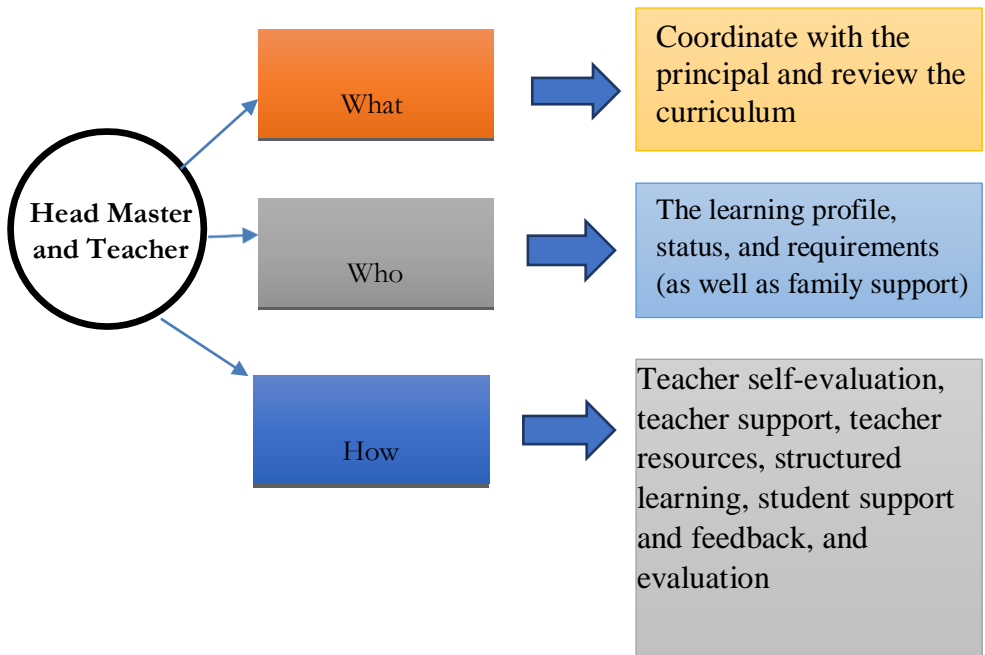


Figure 4. Forms of School Management

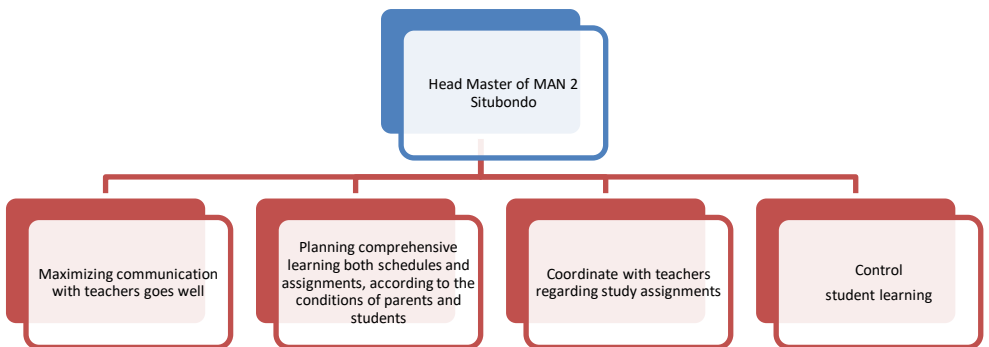


Figure 5. Parental Management Form

From that visualization, it can be understood that the form of managing the role of parents in MAN 2 Situbondo includes 4 things. It first goes well to maximize communication with teachers. Second, creating comprehensive learning plans that take into account the needs of both parents and kids. Third, coordinate study assignments with your teachers. Control student learning is the fourth step.

Conclusion

Human resource management can enhance learning methods in the new norm era through efforts, advanced preparedness, and debriefing in terms of ICT capabilities as well as the habit of participating in virtual learning. Perhaps the pandemic marks the start of a renaissance or the introduction of guidelines for online learning for Indonesian students by the Government and the Ministry of Education and Culture. In contrast, historically legitimate elite schools had begun experimenting with teaching through the use of technology, but obviously not to the same extent as before the pandemic.

In responding to this new life, madrasahs, especially Madrasah Aliyah Negeri 2 Situbondo, must carry out excellent management to deal with this. The main thing to do is that the principal and all teachers must be aware of the existence of technology, distance learning activities, and different learning platforms before the pandemic and after the pandemic. In this case, it is not only teachers who understand online learning platforms but also parents, and students, of course, have to understand all of this. Of course, this will be a little problematic for the head of MAN 2 Situbondo in socializing the use of the new learning platform.

Teachers and students must both be prepared, competent, and knowledgeable of how to filter learning, which are two crucial components of teaching and learning activities in order to reduce misunderstandings between them. In the meantime, pupils study at home under the guidance and supervision of their parents to prevent lying, being lazy, and plagiarizing on tests. so that morals, principles, and standards are still respected in the

academic community. In this new normal period, this is the best method of learning. All regions must adapt to the changing times whether they are prepared for them or not if they don't want to fall behind. Maintaining operations while a pandemic is present presents significant adjustments and difficulties, yet this is the answer. From this point on, pupils can draw lessons from the pandemic crisis and continue to be inspired and supported by teachers to succeed in the future.

References

- Ahmad, Iqbal Faza. 'ALTERNATIVE ASSESSMENT IN DISTANCE LEARNING IN EMERGENCIES SPREAD OF CORONAVIRUS DISEASE (COVID-19) IN INDONESIA' 07, no. 01 (2020): 28.
- Amalia, Andina, and Nurus Sa'adah. 'DAMPAK WABAH COVID-19 TERHADAP KEGIATAN BELAJAR MENGAJAR DI INDONESIA'. *Jurnal Psikologi* 13, no. 2 (2020): 214–25. <https://doi.org/10.35760/psi.2020.v13i2.3572>.
- Andi Mappiare AT. *Dasar-Dasar Penelitian Riset Kualitatif Untuk Penelitian Sosial Dan Profesi*. Malang: Jenggala Pustaka Utama, n.d.
- Aprilianto. 'Manajemen SDM'. Yogyakarta: Bening Pustaka, 2019. 10, n.d.
- Chandra, Fachrul, and Nur Fitriani. 'PROSES PEMBELAJARAN SELAMA MASA PANDAMI COVID 19 (Studi Pelaksanaan PLP Dasar)', n.d., 6.
- Hajeni, Hajeni, Marhani Marhani, and Lulu Febrianti. 'Optimalisasi Peran Guru dan Orang Tua dalam Pembelajaran Online pada Masa Pandemi Covid-19'. *Jurnal Obsesi: Jurnal Pendidikan Anak Usia Dini* 6, no. 4 (24 February 2022): 3242–52. <https://doi.org/10.31004/obsesi.v6i4.2327>.
- Handoko, T. H, Handoko, T. H. 'Manajemen'. Yogyakarta: BPF, 1991, n.d.
- Kartiko, Kartiko. *Manajemen Mutu Pendidikan*. Yogyakarta: Bening Pustaka, 2019, n.d.

- Khusnul, Nisak Ruwah Ibnatur, and Aris Suharyadi. 'Strategi Dosen Dalam Manajemen E-Learning Guna Meningkatkan Hasil Belajar Mahasiswa di Perguruan Tinggi'. *Kelola: Jurnal Manajemen Pendidikan* 8, no. 1 (22 June 2021): 34–48. <https://doi.org/10.24246/j.jk.2021.v8.i1.p34-48>.
- Lexy J. Moleong. *Metode Penelitian Kualitatif*. Bandung: PT. remaja Rosdakarya, 2012, n.d.
- Muslih, Basthoumi. 'Urgensi Komunikasi dalam Menumbuhkan Motivasi di Era Pandemi Covid-19' 5, no. 1 (2020): 9.
- Rahman, Yudi Ardian. 'MANAJEMEN SUMBER DAYA MANUSIA', n.d., 22.
- Rifa Hanifa Mardhiyah, Sekar Nurul Fajriyah Aldriani, Febyana Chitta, and Muhamad Rizal Zulfikar. 'Pentingnya Keterampilan Belajar di Abad 21 sebagai Tuntutan dalam Pengembangan Sumber Daya Manusia'. *Lectura: Jurnal Pendidikan* 12, no. 1 (4 February 2021): 29–40. <https://doi.org/10.31849/lectura.v12i1.5813>.
- Rusilowati, Umi. 'PRAKTEK MANAJEMEN SUMBER DAYA MANUSIA SELAMA PANDEMI COVID-19 PADA KARYAWAN YANG BERGERAK DI SEKTOR FORMAL DI INDONESIA' 4, no. 2 (2020): 11.
- Setyowati, Luluk, and Siti AttiyatulFahiroh. 'Perbedaan Tingkat Burnout Ditinjau Dari Kepribadian Pada Guru Inklusi Di Sekolah Dasar Inklusi Surabaya'. *ARCHETYPE Jurnal Ilmiah Psikologi Dan Terapan* Vol. 2 No. 4. 2021 (Desember 2021).
- Sugiyono. *Metode Penelitian Kombinasi (Mixed Methods)*. Bandung: Alfabeta, 2012: Alfabeta, n.d.
- Warsito, Hadi, Evi Winingsih, Denok Setiawati, and Najlatun Naqiyah. 'PEMBELAJARAN ONLINE PASCA PANDEMI COVID 19: IDENTIFIKASI MASALAH PEMBELAJARAN DARING' 5, no. 1 (2022): 10.
- Warsono, Hardi. 'BIROKRASI BARU UNTUK NEW NORMAL: TINJAUAN MODEL PERUBAHAN BIROKRASI DALAM PELAYANAN PUBLIK DI ERA COVID-19' 2 (2020): 18.

Imam Turmudi

Widiansyah, Apriyanti. 'Peranan Sumber Daya Pendidikan sebagai Faktor Penentu dalam Manajemen Sistem Pendidikan'. *Jurnal Humaniora* 18, no. 2 (2018): 6.

Winarti, Endah. 'PERENCANAAN MANAJEMEN SUMBER DAYA MANUSIA LEMBAGA PENDIDIKAN', n.d., 26.

Zhang, Wunong, Yuxin Wang, Lili Yang, and Chuanyi Wang. 'Suspending Classes Without Stopping Learning: China's Education Emergency Management Policy in the COVID-19 Outbreak'. *Journal of Risk and Financial Management* 13, no. 3 (March 13, 2020): 55. <https://doi.org/10.3390/jrfm13030055>.