

Improving School Performance through Benchmarking Strategy in Facing Competition in the Era of the Industrial Revolution 5.0 (Case Study of Rantepao Christian High School)

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Abstract

This paper discusses improving school performance through benchmarking strategies in facing competition in the era of industrial revolution 5.0 (a case study of Rantepao Christian High School). Human resource management is not good, resulting in the quality of school performance from year to year has decreased so it is assumed that schools are not able to compete in the era of the industrial revolution 5.0, so a benchmarking strategy is needed as a solution in improving or improving the performance of Rantepao Christian High School so that it can face competition in the revolutionary era industry 5.0. Based on the research context that has been described above, the focus in this research is to improve school performance through benchmarking strategies in facing competition in the era of the industrial revolution 5.0, and three sub-focuses in this research are first, the formulation of HR management that is carried out so that it can improve The performance of Rantepao Christian High School in facing competition in the 5.0 industrial revolution era, the second implementation of HR management that will be carried out so that it can improve the Rantepao Christian High School performance in the face of competition in the 5.0 industrial revolution era, the third evaluation of HR management will be carried out so that the performance of Rantepao Christian High School will increase in in the face of competition in the era of the 5.0 industrial revolution. This type of research is descriptive qualitative research with a case study approach. Data were collected through observation, interview, and documentation techniques. The data analysis technique uses data reduction steps, data presentation, and concluding. The results of this study are as follows: first, the formulation of HR management that is carried out to improve the performance of Rantepao Christian High School in facing competition in the industrial revolution 5.0 era is carried out comprehensively through 1) management commitment, 2) investigating the strengths and weaknesses of the school, 3) selecting the process who are benchmarked, 4) form a benchmarking team, 5) determine benchmarking partners, second, implementation to institutions that will become potential benchmarking partners using interviews, questionnaires, observations and documentation for data collection related to the HR management system.

Keywords

industrial revolution 5.0; school performance; benchmarking strategy



I. Introduction

Humans are a resource asset that plays a very important role in an organizational unit if it is managed and analyzed properly for all their energy, time, and abilities so that they can be fully developed and useful to achieve the expected goals, both the goals of the organization and the goals of the State. itself. Today's era has produced a knowledgeable society (*Knowledge Society*) that prioritizes information, communication, and technology as one the basic needs in solving all the problems in life it goes through. The Internet as an

ICT tool plays an important role in helping humans access and share information easily, both from within and outside the country. Society (Society) 5.0 is an era full of challenges that must be faced by all nations in the world, where digital technology that uses the internet/WIFI not only functions as a device for sharing information but can also help live life (Internet of Things /IoT). Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

HR performance is the main factor for the quality of education in schools, quality personnel is shown in the ability to carry out their duties and responsibilities based on their knowledge, personality, professional, social, and motivation so that the results meet the specified standards and are also able to be competitive in every field. -field. For this reason, schools are required to not only be able to contribute to every activity they participate in, but they also have advantages to be able to compete (competitive *advantage*). The strong role of internal and external factors in schools is inseparable from the implementation of good strategies. In principle, schools that develop strategies by balancing *strengths* and *weaknesses*, and taking advantage of *opportunities* and *threats* will be faced to increase or maintain competitive advantage. According to the school's internal researchers, what influences this is that the HR management system at Rantepao Christian High School is still not right so it has an impact on the low performance of the school which includes; the number of teachers/employees is still small, the provision of training on aspects of professional and pedagogic competence is still low, there are still many teachers copying and pasting learning tools that are not based on school conditions, the level of compensation and incentives is still low, giving *rewards* and *punishments* to teachers who do not excel implemented, recruiting teachers who are not in accordance with the needs, there is no selection/screening of teachers and employees, the existence of a double job system (*double job*), teachers who are not able to use computers (technical) and the level of teacher discipline is still low and there are still many teachers who do not understand the vision, mission, and goals of the school. Therefore, an HR management strategy is needed, both in the formulation, implementation, and evaluation of improving or developing the quality of the Rantepao Christian High School. For this reason, as an action that must be taken to improve *the performance* of Rantepao Christian High School, it is necessary to collaborate (benchmarking *strategy*) with other schools that have shown superior quality in competition, especially in terms of human resource processing with efforts to improve performance so that the *output* produced can be competitive and competitive. respond to the challenges of the present and future times.

II. Review of Literature

2.1 Definition of the Industrial Social Revolution 5.0

The 5.0 industrial revolution, also known as the 5.0 society revolution, is a concept that was first introduced by Japan. This concept was born on January 21, 2019, as a development of the industrial revolution 4.0 where it is feared that technology will degrade human roles in all fields. According to the Japanese government, the 5.0 industrial revolution is the unification of integrated virtual and physical space. According to the

explanation put forward by Suherman, et al. (2020: 18), the social industrial revolution 5.0 is a human-centered and technology-based society *order*. Nafira, S. & Sari, T, D. (2021) that the industrial revolution 5.0 is a condition where there is a very significant change in industrial processes carried out by humans. Based on the explanation stated above, it can be concluded that the industrial social revolution 5.0 is a condition of industrial change in which virtual space and physical space are integrated, with humans as the main characters. So, the industrial social revolution 5.0 (Society 5.0) is a concept of industrial change that combines digital technology and humans, with humans as the main element (*human-centered*).

2.2 Understanding Performance in Education Units

Sagala, S. (2016: 285) performance (*job performance*) is the result of the work of a person or group of people in accordance with the experience, skills, and sincerity of all tasks and responsibilities given to him. According to Masram & Muah. (2017: 138) work performance is a result obtained from the work of an employee/employee whether qualified or not, a lot or a little is produced in accordance with the main tasks and responsibilities given to him. The view of Fauzi, A., & Hidayat, R. (2020: 2) regarding *job performance* is the work performance achieved by a person in the form of goods and services produced, usually used as a basis for self-assessment of the employee or the organization concerned which reflects the employee's knowledge. about his job. Then the definition of performance in the view of Sinaga, O, S, et al. (2020: 5) is the result of the work of an individual or a group of people which is measured based on the responsibilities that are imposed on the individual or the group. From some of the views of the experts above, it can be concluded that *job performance* is the work appearance or work of a person or group/organization that can be measured from products/goods (quality and quantity) and services in accordance with knowledge, experience, skills, and sincerity in carrying out all duties and responsibilities assigned to him. From the results of the conclusion above performance can be defined as the work performance of individuals or several people (groups) within an organizational unit that can be measured from the products produced, both goods and services (in terms of quality and quantity) in accordance with the knowledge, skills, experience, skills, and sincerity for all the tasks entrusted to him.

2.3 Benchmarking Model Concept

According to Watson, H, G. (1996: 28) in Purwanto, H, B., & Afandi, N, M. (2021: 86) Strategy is defined as an ability to look forward to achieving its goals. Taufiqurokhman. (2019: 19) strategy is defined as a combination of several commitments and coordinated actions in developing the competence of its members to achieve a competitive advantage, or it can also be defined as a process of determination in planning that leads to long-term goals for institutional/organizational leaders with a view to how to achieve the expected goals. Then, according to Mutohar, M, P & Madsuki, (2019: 85) strategy in the education unit is a technique that must be considered by *top leaders* in making decisions and actions (*actions*) based on analysis, formulation, implementation, and overall strategy evaluation. within the education, unit to achieve goals (*goals*) effectively and efficiently.

From some of the views on strategy above, the strategy is a concept that requires comprehensive planning from a leader from the formulation, implementation, and evaluation of overall strategy within the organization to achieve a competitive advantage in

the market. Strategy in the world of education is strategic planning by focusing on the long term (vision) based on manager policies whose activities involve all human resources so that they can run effectively (mission) to produce quality *outputs* and be able to compete and also have character *outcomes*.

Currently, the *benchmarking strategy* has been used for non-profit organizations, for example, educational institutions because educational institutions are organizations that have all levels or personnel from the top (leadership) to the bottom (members) where there is a strong emotional bond based on one vision, mission. and purpose. Issues that often arise in *benchmarking strategies* in educational institutions are: how to anticipate fast-paced environmental changes now and in the future, how to create quality performance in supporting schools to be competitive, and how to create or develop educational innovations so that they have superior value.

From the paradigms mentioned above, the researcher defines *benchmarking* as an alternative strategy that is important to be used to improve the quality of the performance of educational institutions with the process of activities that can be done by adapting, selecting, and improving from the products of other educational institutions that have been developed. demonstrate excellence/implement benchmarks to produce new products with higher value. *Benchmarking* can be applied to individuals and groups as well as to the educational unit itself. Riyuzen, S, P. (2018: 77)

III. Research Method

The process of implementing this research uses descriptive qualitative research with a case study method or approach. According to Hardani, et al. (2020: 62) the case study method is a method for collecting and analyzing data regarding a case. Case studies are part of descriptive analysis research, which is a type of research whose implementation focuses on a case that is raised and then observed and analyzed in detail to conclude. In a case study, the researcher focuses on examining the object of the case being studied, whether it is an individual, group, unit, or community in depth/intensity. This data in case studies can be obtained and collected based on various sources which are then limited to the case to be studied. Rahardjo, M. (2017: 5) The limitations of the case study consist of 1) the research objectives are events, people, institutions, and documents. 2) the research objectives are studied in more detail and depth to understand how the relationships between the variables are.

In this study, the case study is benchmarking strategy as one of the strategies that can be used to improve the performance quality of Rantepao Christian High School which will be able to compete in the 5.0 industrial revolution era. For this reason, in benchmarking, other schools are needed to become partners. The criteria for other schools that can be used as benchmarking partners are schools/institutions that apply 8 national education quality standards effectively or can also be called schools that are superior in their class, which can be seen from the output, namely that many graduates are accepted at state universities and well-known private universities. national and international, won every academic and non-academic competition, the facilities and infrastructure are of international standard, the teaching staff are many masters graduates and have been certified educators.

IV. Result and Discussion

4.1 Research result

As has been explained in the background that the management of human resources at the Rantepao Christian High School is not optimal so it has an impact on the inability of schools that will later face competition in the era of the industrial revolution 5.0, including:

First, is the vision, mission, and goals of the school. Vision is a far-sighted view of an institution or organization, then the mission is a statement regarding what is being or will be done to achieve the desires or needs of customers in the (very) near or current time. Rantepao Christian High School has been established for 63 years since August 1, 1959, with the vision of Rantepao Christian High School being "Excellent in Achievement, Faithful and Highly Disciplined". The missions are; 1) carry out the learning and guidance process optimally so that all students can develop competitively according to their talents and abilities, 2) foster and grow insight into excellence for every school member, 3) motivate students to recognize their potential, so that they can develop it, 4) implement fostering students through extra-curricular activities, 5) fostering and growing appreciation and experience of religious teachings by every school member, so that they always behave wisely and wisely 6) equip students with moral values and national culture, 7) create schools that always conducive and fun

Second, HR recruitment and selection. Recruitment is defined as the process of searching for and procuring qualified and potential human resource candidates so that they can be selected and obtain the right resources for appropriate job needs (Nadeak, B. 2019: 128).

Third, the number of teachers and employees. Field observations show that Rantepao Christian High School has 48 teachers and 8 employees. There are 25 permanent teachers (52%) consisting of 12 seconded civil servants and 13 foundation staff. Then 23 people (48%) of honorary teachers which include 5 honorary teachers who are bound from other schools and 18 temporary honorary teachers (GTT).

Fourth, is the competence/expertise of HR. According to Tandisau, A., & Murniarti, E. (2021) Competence is a basic trait (action) that reflects a teacher/employee based on his abilities by combining thoughts, attitudes, knowledge, and skills to support the quality of work according to his field.

Fifth, human resources education and training. Education, which is the minimum education required, which involves education that should be in line with the field of work (Nadeak, B. 2019: 134). Based on the results of a survey by the Education Quality Assurance Institute (LPMP) for Rantepao Christian High School that 92% (44 people) of educators and education staff have a bachelor's degree and 8% (4 people) have a master's degree, these results have met the academic criteria based on government policy (PP No. 74 of 2008), namely teachers are required to have a minimum academic education of a bachelor's degree or four diploma. Training is organized activity by presenting professional *trainers* in facilitating learning to improve/increase the quality of worker/employee performance in terms of knowledge and skills so that ideal results are obtained in carrying out all their duties and responsibilities (Tandisau, A., & Murniarti, E. 2021).

Sixth, *Compensation*. *Compensation* is a reward/service from producers to workers for their achievements that have contributed to production activities. Based on interviews with principals and teachers, the principle of compensation at the Rantepao Christian High School is divided into 2 types, namely 1) financial compensation, such as salaries, allowances, incentives, and rewards. 2) non-financial compensation, for example, facilities

in obtaining ease of work, health insurance for teachers/permanent and non-permanent employees of the foundation (GTT), and granting leave for 3 months for both teachers/permanent employees and GTT teachers.

Following up on the results obtained is one of the reasons for conducting a *benchmarking strategy* in the Rantepao Christian High School environment as an effort to develop school performance improvements, due to the results of interviews with the principal Rantepao Christian High School should be able to make strategic changes aimed at making schools develop and progress. one step compared to other public and private schools by requiring less cost so that schools remain standing and able to face competition in the era of the industrial revolution 5.0. Building a coalition with superior schools (*benchmarking strategy*) in modern society is a strategy that principally creates competitive advantage through innovation, new ideas, and products.

4.2 Discussion

a. The formulation of HR management in Improving the Performance of Rantepao Christian High School faces competition in the era of the industrial revolution 5.0.

Strategy formulation is an initial stage of strategy whose activities are in the form of developing appropriate scenarios carried out in achieving goals. In the field of education, the things that must be considered in the formulation of strategies are; the vision, mission, and goals of the school. As well as the internal and external environment of the school. According to Nazarudin & Antazari, R. (2021: 50) the benchmarking formulation is an early stage that has an action bias, not just a comparative study of an educational process in other institutions that are superior, but how the *benchmarking results* can be used as a benchmark for implemented in the organization that performs *the benchmark*.

The formulation of measurable and planned (comprehensive) *benchmarking* is a systematic arrangement (formulation) of the steps that will be taken in dealing with all possibilities that will occur in the era of the industrial revolution 5.0. This school in improving school performance can be achieved well.

The design scheme in the benchmarking process that will be carried out by Rantepao Christian High School is based on that proposed by Goetsch and Davis. According to Nazarudin & Antazari, R. (2021: 42) that of the 14 steps of the benchmarking process put forward by Goetsch and Davis, five steps are prerequisites before implementation to the institution that is the goal, with the intention that the results of benchmarking studies can produce innovations in education, as well as the formulation of a comprehensive benchmarking strategy.

b. Implementation of HR management in Improving the Performance of Rantepao Christian High School faces competition in the era of the industrial revolution 5.0.

After carrying out the benchmarking strategy formulation stage, the next step is an implementation in the institution which is the goal of benchmarking. Implementation of benchmarking as a potential partner school can be done by direct visits to be carried out by the benchmarking team. During the visit to the destination location, the benchmarking team used the methods of interviews, questionnaires, observation, and documentation as a tool for gathering information or data to be obtained. The information comes from 8 National Education Standards, namely 1) graduate competency standards, 2) content standards, 3) process standards, 4) assessment standards, 5) educators and education personnel standards, 6) educational facilities and infrastructure standards, 7) education management standards, 8) financing standards.

The data that has been collected by the *benchmarking team* will be better if it is analyzed and communicated in meetings attended by the Principal, teachers/employees, supervisors, and foundations. Kaswan. From the results of the communication through the meeting, giving opinions, suggestions, and criticisms aimed at the results of the benchmarking strategy can be implemented effectively and efficiently, especially with the support and commitment of all *stakeholders* in the Rantepao Christian High School institution.

V. Conclusion

Based on the results of the analysis and discussion, the researchers concluded that the management of human resources that were not optimally carried out by the Rantepao Christian High School had an impact on the output produced being uncompetitive, both on academic and non-academic achievements so that of course Rantepao Christian High School could not survive or even closed (rolled out). mat) in the era of the 5.0 industrial revolution. Efforts were made by Rantepao Christian High School so that this does not happen by improving school performance. Improving the performance of Rantepao Christian High School requires a benchmarking strategy in the form of a well-planned and well-planned (comprehensive) formulation of human resource management, which can later become a benchmark or benchmark by adjusting to the school's vision, mission, and goals, with the intention that in implementation carried out by Rantepao Christian High School through the process of adaptation, selection, and modification of the HR management system at the benchmarking partner schools can run well as the goals to be achieved. In the implementation, SMAS Kristen Rantepao must also pay attention to cultural factors and financial resources in benchmarking partner schools because each school has the characteristics, values, and economic conditions of its students belonging to a school. Intense and effective monitoring and the communication process were carried out by the Principal of SMAS Kristen Rantepao and the principal of the benchmarking partner school under the direct supervision of the Foundation and the Education Office of South Sulawesi Region X during the evaluation, with the aim that the chosen strategy was implemented and running well or not. , as well as knowing the shortcomings and obstacles found from the beginning of planning (formulation) to implementation (implementation).

Choose SMA Zion Makassar as a benchmarking partner and use it as a benchmark for developing Rantepao Christian High School so that it can compete in the era of industrial revolution 5.0 because Zion Makassar High School is an excellent school in South Sulawesi Province with evidence that many students are accepted in State Universities (PTN).) and Private Universities (PTS) which are well-known nationally and internationally, have the highest UTBK scores, and always win academic and non-academic competitions both at the provincial and national scale

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