

# Maintaining Teacher Performance and Motivation: Challenges and Strategies for Human Resource Management in the Education Sector

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## ABSTRACT

This study explores the challenges and strategies in managing human resources to maintain teachers' performance and motivation in the education sector. The research employed a qualitative method, using interviews and focus group discussions with school principals, teachers, and human resource management practitioners. The findings revealed that the main challenges in managing teachers' performance and motivation are related to workload, lack of recognition, and inadequate compensation. The study suggests several strategies to overcome these challenges, including providing a supportive work environment, offering professional development opportunities, implementing a performance-based reward system, and promoting effective communication and collaboration among teachers, principals, and management staff. The research contributes to the existing literature by providing insights into the challenges and strategies in managing human resources for teacher performance and motivation, which can inform policy and practice in the education sector.

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## 1. INTRODUCTION

The quality of education in a country is highly dependent on the performance and motivation of its teachers (Maslach & Leiter, 2016). Thus, ensuring the performance and motivation of teachers is a crucial aspect of managing human resources in the education sector (Park & Park, 2019). However, managing human resources in the education sector presents unique challenges, particularly regarding managing teachers. Teachers have different backgrounds, personalities, and motivations and work in complex and dynamic environment (Darling-Hammond, 2017)(Abad, 2013). Therefore, it is necessary to develop effective strategies for managing human resources, specifically teachers, to ensure their performance and motivation. This article explores the challenges faced by the education sector in managing teachers and provides strategies to maintain their performance and motivation.

Teachers play a critical role in shaping the quality of education and students' future. Thus, it is essential to maintain their motivation and performance. However, managing human resources in the education sector, particularly regarding teachers, poses unique challenges. This study aims to explore

the challenges schools and institutions face in managing teachers' human resources and identify strategies that could improve their performance and motivation (P. W. Miller & Miller, 2018)(H.-Y. Wang & Chen, 2022).

As (Gibson & Dembo, 1984) asserted, motivation is the key to success for teachers and their students. Without motivation, teachers may lack the energy and enthusiasm necessary to create an effective learning environment." Therefore, it is crucial to understand the factors that affect the motivation and performance of teachers and develop strategies to manage them effectively.

Previous research has shown that the issue of human resource management in the education sector is fundamental and significantly impacts teacher performance and motivation (Ahmad et al., 2018)(F. Wang & Shi, 2022). Therefore, this study aims to deepen understanding of human resource management challenges and strategies that can help maintain teacher performance and motivation in the education sector.

Several studies have highlighted human resource management's importance in improving education quality and teacher performance. For example, a study by Huang and Huang (2017) shows that effective human resource management strategies can increase teacher motivation and performance, thereby helping improve education quality (Porter & Lawler, 1968)(J. P. Miller et al., 2019).

However, on the other hand, many challenges are still faced in managing human resources in the education sector. One of the main challenges is the lack of budget allocated for human resource management, which often results in a decrease in the quality of teacher performance and a lack of motivation. Other challenges include limited human resources, competition between schools, and changes in education policy which often confuse teachers (Novitasari et al., 2021)(Matthews et al., 2018).

In this context, this study aims to identify human resource management strategies that are effective in helping maintain teacher performance and motivation in the education sector, as well as analyze the challenges faced in implementing these strategies. It is hoped that the results of this research can contribute to the development of human resource management in the education sector, particularly in improving teacher performance and motivation.

## 2. LITERATURE REVIEW

This article will discuss the literature related to human resource management challenges and strategies to maintain teacher performance and motivation in the education sector. In this context, the related literature discusses the various factors that influence teacher performance and motivation, as well as strategies that management can use to improve their performance and motivation.

Several factors influence teacher performance and motivation, including government policies, the quality of school leadership, working conditions, social support, and recognition of teacher performance (Tehseen & Hadi, 2015).

### a) Motivation

Everyone is always filled with needs, and most are not strong enough to encourage someone to do something at a particular time. The need becomes a good drive when the need appears to reach a sufficient level of intensity. The fulfillment of needs is always based on the motive to fulfill them. In other words, motivation is used to show a situation in a person that comes from the consequences of a need (Stanley & Markman, 2020).

Many terms refer to motivation or motive, including need, urge, wish and drive. Likewise, with the notion of motivation itself, many experts interpret it differently according to the place and circumstances of each of these experts. Motivation, according to Siagian, is a driving force that causes a member of an organization to be willing and willing to mobilize abilities in the form of expertise or skills of energy and time to carry out diverse activities for which they are responsible and fulfill their obligations in order to attain predetermined organizational goals and objectives (Allen et al., 2022).

According to Duncan, motivation is any effort based on influencing a person's behavior to increase organizational goals as much as possible. Robbins and Judge stated that motivation is a process that explains an individual's intensity, direction, and persistence to achieve his goals. Handoko stated that motivation is a state in a person's personality that encourages individual desires for specific activities to achieve goals (Morariu, 2019).

Maslow argued that there is a hierarchy of human requirements. The physiological level of requirements is the lowest, while self-actualization is the highest. Robbins and Judge describe a hierarchy of the five basic human needs according to Maslow, namely:

- 1) Physiological needs, including hunger, thirst, shelter, sexual and other physical needs.
- 2) Security or safety needs, including wanting to be protected from physical and emotional harm.
- 3) Affiliation or acceptance needs, including affection, belonging, acceptance, and friendship.
- 4) Esteem needs include internal rewards such as self-respect, autonomy, and achievement and external reward factors such as status recognition and attention.
- 5) Needs for self-actualization and encouragement to become someone according to one's skills, including growth, achieving one's potential, and self-fulfillment (Rojas et al., 2023).

Maslow presumed that people satisfy their most fundamental (physiological) needs prior to directing their behavior toward their highest (self-actualization) needs. If a person's (employee's) need is very strong, then the person's motivation to engage in behavior that leads to the gratification of his needs will also be strong. Maslow's theory is not an exhaustive explanation of human behavior, but rather a general guide for managers to comprehend how individuals behave (Lussier, 2019).

#### **b) Performance**

Performance is the level of success with which employees complete their assigned tasks. Performance is not an individual trait, such as talent or ability, but rather the manifestation of talent or ability. Performance is the result of work and work behavior in completing assigned duties and responsibilities within a given time frame. Performance is dependent on motivation and talent. To complete a task or employment, one must possess a certain level of motivation and skill (Matthews et al., 2018).

Gibson asserted that individual performance is the foundation of organizational performance, which is heavily influenced by individual characteristics, motivation, expectations, and management evaluations of the achievement of individual work results.

According to Colquitt, performance is determined by three factors, namely:

- 1) Task performance.
- 2) Loyalty behavior is positive behavior.
- 3) Counter productive behavior is negative behavior (Vukadinovic et al., 2019).

According to Ivancevich in Kasmir, performance is the consequence of what an organization or business desires. According to Siswanto, performance is the work performance obtained by an individual in completing the tasks and work assigned to him. According to Rivai and Basri, performance is the result of work that can be accomplished by a person or group of people in a company by adhering to their respective authorities and responsibilities to achieve company objectives without breaking the law or violating morals and ethics (Yulius, 2022).

Wibowo argued that performance is derived from the concept of performance, whereas others assert that performance is the result of labor or work performance. Ability manifests itself in the form of actual labor through performance.

Employees' performance is the consequence of their efforts to develop their duties and work within the organization. Performance is also the consequence of work produced by individuals through an organization or company process that can be objectively measured and compared to the organization's or company's established standards. Individual factors, psychological variables, and

organizational variables are performance-influencing factors. Individual variables include physical and mental capacities, family, social status, and experience; demographic variables include age, nationality, and gender. Likewise, psychological variables consist of perception, attitude, personality, learning, and motivation (Leitão et al., 2019).

According to Mangkunegara, there are several employee performance characteristics, namely as follows:

- 1) Have high personal responsibility.
- 2) Can take and bear the risks faced.
- 3) Have realistic goals.
- 4) Have a thorough work plan and strive to realize its goals.
- 5) Utilize concrete feedback in all work activities it does (Musheke & Phiri, 2021).

From the preceding description, it can be concluded that performance is a person's accomplishment in carrying out their duties or work according to the standards and criteria established for the job, and that it can result in job satisfaction, which in turn affects the remuneration level.

### c) Human Resource Management

According to Nawawi, what is meant by human resources includes three meanings, namely:

- 1) Human resources work in an organization's environment, also called personnel, workforce, employees, or employees.
- 2) Human resources are human potential as the organization's driving force in realizing its existence.
- 3) Human resources are potentials that are assets and function as capital (non-material) in a business organization, which can turn into real potential physically and non-physically in realizing the organization's existence (Piwowar-Sulej, 2021).

According to Yusuf, human resources are every organization's primary capital. Without human resources, the organization's wheels will certainly not move. Human resources can be defined as individuals who design and produce outputs to achieve the strategies and goals set by the organization. Without individuals who have expertise or competence, the organization can't achieve its goals (Syahrudin et al., 2020).

Human Resource Management (HRM) is part of organizational management, focusing on the human element. This human element (Man) develops into a special field of knowledge to learn how to manage a special field of knowledge to learn how to manage the process of utilizing human resources effectively and efficiently to achieve specific goals and can provide satisfaction for all parties. HRM is a field of management that studies human relations and roles in organizations or companies. According to Dessler, human resource management is "the policies and activities humans need to bring people or aspects of human resources in a management position, including recruiting, screening, training, rewarding, and assessing". According to (Vukadinovic et al., 2019), human resource management is a management activity that involves the utilization, development, evaluation, and compensation of individuals who are members of organizations or businesses.

According to Cushway in (Hameed & Khwaja, 2023), the objectives of human resource management vary from one organization to another, depending on the level of organizational development. The objectives of HRM are as follows:

- 1) Advise management on HR policies to ensure the organization has highly motivated and high-performing employees and is equipped with the tools to deal with change.
- 2) Maintain and implement HR policies and procedures to achieve organizational goals.
- 3) Overcoming crises and difficult situations in relations between employees so that there are no disturbances in achieving organizational goals.
- 4) Provide a means of communication between employees and organizational management.
- 5) Assisting the development of the overall direction and strategy of the organization, taking into account HR aspects.

6) Assist and create conditions that can assist line managers in achieving goals.

It was concluded that human resource management is a system that manages human resources to be used effectively and efficiently to achieve specific goals owned by a company or organization.

#### **d) Previous Research**

Research by Tehseen et al. (2018) show that social support and recognition of teacher performance positively impact their performance and motivation. Meanwhile, research by (Mondejar & Asio, 2022) showed that the quality of school leadership is essential in improving teacher performance.

To improve teacher performance and motivation, management can use strategies such as training and professional development, recognizing teacher performance, developing reward systems, and improving working conditions. Research by (Darling-Hammond et al., 2017) show that professional training and development can help teachers improve the quality of their teaching and provide motivation in their work. Meanwhile, research by (Chakraborty & Biswas, 2019) shows that developing a system of rewarding and recognizing teacher performance can increase their motivation and performance.

Overall, the related literature suggests that teacher performance and motivation are greatly influenced by social support, school leadership, and recognition for their performance. Management can use strategies such as professional training and development, recognition of performance, and development of reward systems to improve the performance and motivation of teachers in the education sector.

### **3. METHODS**

The method used in this study is qualitative research using the Creswell and Plano Clark case study approach (2018). The research was conducted at two public elementary schools in the Bandung area with good teacher performance and high motivation. Data collection was carried out through observation, interviews, and documentation studies. Observations were made to observe teacher performance and the work environment at school directly. Interviews were conducted with teachers, school principals, and school supervisors to obtain information about school human resource management strategies. Documentation studies are carried out by collecting data from documents such as school discipline guidelines, work programs, and activity reports. The data obtained were analyzed using descriptive analysis techniques. The analysis results identify human resource management challenges and strategies contributing to school teacher performance and motivation (Creswell & Clark, 2017).

### **4. RESULT AND DISCUSSION**

This study's main objective was to explore management's challenges in maintaining teachers' performance and motivation in the education sector and to identify effective human resource management strategies to address these challenges.

#### **a) Teacher Problems in Maintaining Performance**

According to the results of the literature review and interviews with teachers and school administrators, it was found that teachers face major challenges in maintaining their performance and motivation. The first challenge faced by teachers is the heavy workload. Many teachers are responsible for teaching several classes with large numbers of students. This can be very tiring and can lead to burnout and decreased motivation. In addition to the heavy workload, another challenge faced by teachers is inadequate resources. Many schools do not have enough textbooks, computers, or other materials teachers need to teach effectively.

Low salaries are also one of the problems faced by teachers. Even though they are responsible for shaping the nation's next generation, the teachers' salary is still considered inadequate. Lack of recognition and support from school management is also a problem teachers face. Many teachers feel that school management does not give sufficient appreciation for their hard work and achievements. This condition certainly makes teachers feel unappreciated and less motivated to continue to innovate and improve the quality of their teaching.

In addition, another challenge faced by teachers is curriculum changes and demands to meet increasingly stringent assessment standards. Teachers need extra time and energy to prepare themselves and their students. Student discipline issues are also a challenge for teachers. Many teachers have difficulty addressing student behavior problems in class, which can disrupt the learning environment and reduce their motivation. In facing this challenge, teachers need to be supported by school management and the government in providing sufficient resources and support.

In addition, there needs to be a change in the payroll and reward system that is more equitable and follows the contribution and performance of teachers in achieving national education goals. Thus, it is hoped that teachers will be motivated to improve the performance and quality of their teaching continuously.

To address these challenges, management can adopt various human resource management strategies such as training and professional development, recognition and reward systems, and improvement of working conditions. These strategies can help improve teacher performance and motivation and ultimately lead to better educational outcomes.

#### **b) Professional training and development**

Professional training and development have proven effective in improving teaching quality and increasing teacher motivation. One study found that regular training and professional development can help teachers improve their skills and knowledge in teaching. Through this training, teachers can learn new teaching techniques, such as modern technology or more innovative teaching strategies.

In the long term, this training and professional development can help improve the quality of teaching, as teachers will have more extensive and up-to-date knowledge in the field of education. In addition, training and professional development can also increase the motivation of teachers. Teachers will feel more confident in teaching and feel more valued by management for being given opportunities to improve their skills.

However, to achieve maximum results, management needs to ensure that the training and professional development provided is relevant to the duties and responsibilities of teachers. Management also needs to ensure that professional training and development are provided consistently and on a timely basis so that teachers can allocate their time and resources effectively.

In addition, management needs to pay attention to the individual needs of teachers in terms of training and professional development. Every teacher has different needs and preferences regarding training and professional development. By paying attention to individual needs, management can ensure that the training and professional development provided is relevant and beneficial to each teacher.

In conclusion, training and professional development can help improve teaching quality and teacher motivation. However, management needs to ensure that the training and professional development provided is relevant and consistent and considers teachers' individual needs.

#### **c) Recognition And Reward Systems**

In addition, the recognition and reward system was also identified as an essential factor in motivating teachers, as this can increase the sense of accomplishment and provide a sense of being valued by the organization. One study found that teachers felt compelled to give their best contribution when they felt valued by management. A good recognition and reward system can motivate teachers to work harder and produce better results. Recognition and reward systems can take the form of verbal

appreciation, such as thanks or praise, or material gifts or incentives, such as bonuses or additional allowances.

However, keep in mind that the recognition and reward system must be fair and consistent for all teachers. Teachers should feel that their rewards are based on their performance and not due to other factors such as personal relationships. In addition, management must also ensure that the awards given have real value and meaning for teachers. Rewards that are meaningless or irrelevant can worsen teachers' motivation. In the long term, a good recognition and reward system can help build a positive organizational culture where teachers feel valued and recognized by management for their contribution to school success.

In conclusion, a good recognition and reward system can be an essential factor in increasing teachers' motivation. However, management must ensure that the recognition and reward system is fair, consistent, and meaningful to teachers. This can help build a positive organizational culture and improve educational outcomes.

#### **d) Working Conditions**

In terms of working conditions, it was found that providing adequate resources and support to teachers can significantly improve their performance and motivation. This includes giving them access to technology, teaching aids, and other resources needed to teach effectively. One study shows that teachers with access to adequate resources and teaching aids perform better and feel more motivated at work. With adequate support and resources, teachers can quickly develop attractive, innovative lesson plans that engage students and enhance learning.

In addition, management can also improve working conditions by reducing excessive workload and providing flexibility in time and assignments. Excessive workload can cause fatigue and burnout in teachers, harming their motivation and performance. Flexibility in time and assignments is also essential for teachers, especially those with other responsibilities such as family or side jobs. In these situations, management can provide the option to work from home or arrange a more flexible schedule so teachers can balance their work and personal lives.

In the long term, improving working conditions can help create a better working environment and help improve teacher retention in schools. Employees who feel valued and supported by the organization are likelier to stay longer and contribute positively to organizational goals. In conclusion, providing adequate resources and support and improving working conditions can help increase teachers' motivation and performance. It can also help create a positive work environment and support school teacher retention.

#### **e) Effectiveness of Human Resource Management Strategy**

Overall, the findings of this study suggest that effective human resource management strategies can play a critical role in maintaining the performance and motivation of teachers in the education sector. By adopting these strategies, management can help create a positive and supportive work environment that promotes high levels of teacher performance and motivation, ultimately leading to better educational outcomes.

In this study, we aimed to explore the challenges teachers face in maintaining their performance and motivation in the education sector. We found that social support and recognition of teacher performance and the quality of school leadership play essential roles in improving teacher performance and motivation. Additionally, we identified several strategies that management could use to improve teacher performance and motivation, including training and professional development, recognizing teacher performance, developing reward systems, and improving working conditions.

Our study contributes to the literature by highlighting the importance of social support and recognition of teacher performance, as well as the role of school leadership in maintaining teacher motivation and performance. Furthermore, we provide practical recommendations for management to improve teacher performance and motivation in the education sector.

## 5. CONCLUSION

Maintaining the performance and motivation of teachers is a critical challenge for the education sector. The job demands can be overwhelming, and teachers often feel unsupported and undervalued. However, effective human resource management can help address these challenges and improve teacher performance and motivation. Strategies such as training and professional development, recognizing teacher performance, developing reward systems, and improving working conditions can be employed to improve the quality of teaching and increase teacher motivation.

The literature review suggests that social support, recognition of teacher performance, and quality school leadership are crucial factors that can positively impact teacher performance and motivation. Management must prioritize these factors to ensure that teachers feel supported and valued. Furthermore, developing a collaborative and positive school culture that encourages teacher growth and development is crucial.

The effective management of human resources is essential for maintaining the performance and motivation of teachers in the education sector. By utilizing the strategies and factors discussed in the literature review, management can help improve teaching quality and increase teacher motivation, ultimately leading to better learning outcomes for students.

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