Strategies to Improve Employee Engagement and HR Quality at M Educational Institution Jakarta

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Abstract
The development of education is no less important than the economic and social world. However, in recent years the workforce in the world of education has experienced significant turnover which has hampered the development of teaching. Therefore, it is necessary to analyze and discuss the level of employee engagement and the quality of human resource management using the example of the educational institution M Educational Institution Jakarta. This research was conducted by conducting interviews and distributing questionnaires to educational personnel as subjects. In this study, we identified the core concepts of employee engagement in educational institutions, designed an engagement questionnaire and a satisfaction questionnaire, and conducted a survey. Getting the results from this research, there are problems such as incomplete human resource development mechanism, high human resource mobility, serious exit of high-quality human resources, unbalanced faculty staffing structure, and incomplete performance evaluation and incentive mechanism. Analyzing the problems and their causes, it is necessary to propose constructive solutions and countermeasures, identify common problems in employee participation and human resource management in educational institutions, and improve strategy development and policy adjustment depending on the problems. The result of this research is that increasing employee engagement and the quality of human resources is very important. In the development of the M Educational Jakarta institution, it requires the implementation of a scientific and rational human resource management mechanism, with the concept of project management as a systematic implementation framework, which can also be a guide in managing HR in educational institutions, and ensuring the effectiveness of HR operations.

Keywords: *Educational Institutions; Employee Engagement; Human Resource Management Quality; Strategy*

INTRODUCTION

Along with economic and social development, the education industry is also growing rapidly. Educational institutions are an important part of the education industry, and employee engagement and quality talent management are essential for its development. Increased school staff participation can help improve the quality of education and student achievement, enrich school resources, improve school management and decision-making, build a positive school culture, and improve school reputation. This provides great benefits to the school and staff and contributes to the development and success of the school. Active participation of staff contributes to improving the quality of education (Sedarmayanti, 2017). In addition to being able to share the latest educational trends and teaching methods, it can also provide examples and practical experiences to improve the school's educational content and teaching methods.

In addition to improving the quality of education and teaching, educational institutions also need to pay attention to employee involvement and the quality of human resource management, because this is very important for the sustainable development of educational institutions and the improvement of the quality of education and teaching. In practice, educational institutions currently experience a fairly high turnover of education personnel so that they may face the following problems (Yulius, 2022):
1) High employee mobility: Due to various reasons, such as salary, work environment, and others, employees often leave the house, which will increase the difficulty of managing human resources in educational institutions, and will also affect the continuity of education and teaching. stability.2) Low

employee morale: employees may face several challenges and difficulties in their work, such as teaching pressure, heavy workload, etc., resulting in low work morale, which ultimately affects the quality of education and teaching in educational institutions.3) Inadequate human resource management: There may be several problems in human resource management in educational institutions, such as inadequate recruitment, training, performance appraisal, etc., which results in the inability of employees to receive effective management and support, which in turn affects the reliability of the educational institution. Sustainable development and improvement of the quality of education and teaching.

And according to Mathis and Jackson (in Yulia Safitri & Nursalim, 2013), turnover is a condition where an employee decides to leave an organization so that it must be replaced by someone else. A high turnover rate will have a great influence on the running of an organization (Langton, Robbins, & Judge, 1982:23). Turnover in teachers can be caused by several factors. According to Chen et al (2006) in (Zahra, 2016), there are two factors that are most influential in determining the level of employee turnover, including job satisfaction and organizational commitment. Research conducted by (Andini, 2010; Utami & Bonussyeani, 2009), shows that job satisfaction and organizational commitment have a great influence on employee turnover rates. In contrast to the research conducted by (Mandeno, 2017; Tnay, Othman, Siong, & Lim, 2013; Yulia Safitri & Nursalim, 2013) where job satisfaction affects the turnover rate, while organizational commitment does not affect the turnover rate of employees.

Therefore, according to the researcher (Mangkunegara, 2016) the training is aimed at implementing employees in order to improve knowledge, technical skills, conceptual skills, decision-making skills, and expand human relations.

There are differences in the organizational culture of the world of education that each employee receives when working, and the characteristics of the work carried out by each rich person cause the attachment of employees in educational institutes to change. The unequal readiness of each employee to develop a career in a training program can also differentiate employee attachment while working. Each employee will continue to work well, although each employee may have a different understanding of how it relates to the progress of the educational institute.

In educational institutions, the issue of employee attachment and the quality of human resource management has always been the focus of education managers. Unengaged employees can affect the operation of the educational institution and the learning experience of students, while the inadequate quality of human resource management can also cause problems in recruitment, training, performance management, and others, which in turn affects the overall performance of the educational institution. Therefore, increasing employee involvement and the quality of human resource management in educational institutions is an urgent problem to be solved. This study will explore the current problems regarding employee engagement and the quality of human resource management in educational institutions, and propose effective management strategies to improve employee engagement and human resource management quality, thereby improving the overall performance of educational institutions.

The purpose of this research is to support the long-term goals of the institution in terms of operational performance and organizational development. The other goals are to increase employee motivation and satisfaction, increase productivity, reduce turnover, develop employee competencies, build a positive work culture, increase innovation and creativity, and improve the reputation of the institution.

Concepts and factors influencing engagement:
Engagement refers to an employee's level of dedication and loyalty to the job, and is an overall expression of an employee's emotions, attitudes, and behaviors towards the organization. Factors that affect engagement include personal factors, organizational factors and the work itself (Robertson & Makwick, 2009).

Concept and evaluation index of human resource management quality:
Human resource management quality refers to the performance and influence of an organization in human resource management, including recruitment, training, performance management and other aspects. According to (Weijin, 2019) Human resource management refers to the use of relevant theoretical knowledge to make full use of human resources based on the organization's development strategy, employee personality, and organizational internal and external environment characteristics,

and to conduct training. , appointments, salaries and benefits, and career planning for employee management.

Human resource development theory:
This theory is believed that human resource development refers to the organized training experience experienced by employees in a particular social organization at a specific time, and the real goal is to encourage better performance and healthy employee growth. An American citizen (Noe, 2015) believes that human resource development refers to the comprehensive use of training and development, organizational development, and career development by companies to improve the efficiency of individuals, teams, and organizations (Noe, 2015). The author argues that human resource development refers to a series of activities that make the most of it, foster, explore and develop the physical strength, knowledge, intelligence, experience, skills and creative abilities of the community as resources.

Maslow's Needs
Maslow's Hierarchy of Needs or *The Need Hierarchy Model* is a theory of motivation in psychology that includes a model of five levels of human needs, often described as levels in a pyramid. From the bottom of the hierarchy to the top, these needs are: physiological needs (food and clothing), security (job security), social needs (friendship), self-esteem, and self-actualization. This five-stage model can be divided into deficiency needs and growth needs. The first four levels are often referred to as the disability requirement (requirement D), while the highest level is known as the growth requirement (requirement B). According to (Maslow, 2013) by showing that humans need motivation to meet certain needs, and some needs take precedence over others.

SWOT Analysis Theory
The SWOT analysis method (also known as the TOWS analysis method, Dawes matrix) is an analytical method to obtain a useful or effective strategy that is applied according to the market and the current public situation (Galavan, 2014). SWOT analysis (Fahmi, 2013) includes an analysis of the company's strengths, weaknesses, opportunities and threats. Therefore, SWOT analysis is actually a method of synthesizing and summarizing all aspects of the company's internal and external conditions, then analyzing the strengths and weaknesses, opportunities and threats faced by the organization.

ISM Analysis Theory
The interpretive structural modeling method is an analytical method widely used in modern systems engineering, and is a type of structural modeling technology (Bhattacharya, Momaya & Iyer, 2020). It breaks down complex systems into subsystem elements, uses people's practical experience and knowledge as well as computer aid, and eventually forms a multi-level hierarchical structure model. This model is mainly based on qualitative analysis and belongs to conceptual models, which can transform vague thoughts and opinions into intuitive models with good structural relationships.

METHOD
This study uses qualitative and quantitative with the subject research object to be used as research is M Educational Institute Jakarta from January to March 2023. Using the steps by means of interviews and literature analysis, this study clarified the core concept of employee engagement in M educational institutions, designed engagement questionnaires and satisfaction questionnaires, and conducted surveys. Using SPSS software and ISM software, the reliability, validity and correlation of the questionnaire were analyzed. Using the object with the number of teachers at M Educational Jakarta institution is 545 people, including 104 kindergarten students, 147 elementary school students, 76 junior high school students, 70 high school students, 30 BPP students, and 164 non-academic departments. In this study, the integrated PCA-ISM-DEMATEL method, PCA and ISM analysis were also used. For multivariate data analysis, the PCA method is the foundation.

Principal Components Analysis (PCA) examines data tables containing observations explained by various related dependent variables (Wijayanti et al., 2021). The goal is to extract information from a dataset and express it as a new set of orthogonal variables known as key components.

Interactive Structural Modelling (ISM) is a collaborative technique that organizes a collection of directly or indirectly related elements into a comprehensive model. This aims to identify the relationships between elements that describe the problem. ISM can be referenced from several works.

RESULTS AND DISCUSSION
Result

The teaching staff at M Educational institutions are mostly young and middle-aged, most have a bachelor's degree or above, and a small number of teaching assistants in kindergarten are studying in college.

Table 1 – Table of Teachers who have resigned in the last 3 years.

Year	2021-2022	2022-2023	2023-2024
Number of Teachers Who Resigned	70	81	53
Number of Teachers	545	545	545
Proportion	12.84%	19.26%	15.22%

(Source: Research conducted by Researchers, 2023)

Questionnaire Results

Table 2 – Satisfaction Survey Form

Evaluation Aspects	Aspect details	Very Dissatisfied	Dissatisfied	Satisfied	Highly satisfied
Dormitory stats	Cleanliness and facilities	0.00%	11.11%	22.22%	66.67%
	Dormitory rules	3.7%	11.11%	29.63%	55.56%
	Relationship between boarding people	0.00%	11.11%	19.23%	69.23%
Interpersonal communication	Relationships between colleagues	0.00%	3.31%	25.00%	71.88%
	Relationship with team leaders	0.00%	3.31%	21.88%	75%
	Relationship with the director	0.00%	0.00%	25%	75%
Working Conditions	Job recruitment	0.00%	9.38%	28.13%	62.5%
	School rules	0.00%	6.25%	34.38%	59.38%
	Performance appraisal system	0.00%	3.13%	40.63%	56.25%
Compensation and benefits	Salary	3.13%	15.63%	37.50%	43.75%
	Performance awards	6.25%	9.38%	40.63%	43.75%
	Increased salary	3.13.%	15.63%	37.50%	43.75%
	Insurance	6.25%	15.63%	28.13%	50.00%

(Source: Research conducted by Researchers, 2023)

SWOT Analysis Results

Profit analysis: the result of the profit analysis is that the School invests in the teacher welfare system, provides scholarships for teachers to improve their academic qualifications, and provides preferential admission to children. Then the school welcomes teachers and students with different religious beliefs to join. The relationship between teachers, students and teachers is harmonious. The school environment is warm and inclusive of multiculturalism. And Provide free accommodation for non-local and foreign teachers, as well as a safe and clean accommodation environment. As well as an employee appreciation meeting held once a year to give awards to employees who have worked for 5 and 10 years in front of all teachers. And also In the ranking of schools in the province, the results of the junior high school entrance exam are among the best.

Disadvantages Analysis: The talent formation system is rigid. Teachers are divided into two categories, one permanent employee, and the salary of permanent employees includes position salary, car and horse allowance, one month's performance salary, BPJ, and others. has the right to dismiss permanent employees. The teacher is stable. The first category is futures employment contracts. These wages include post wages, travel subsidies, and performance wages of up to half a month. Teachers such as BPJS decide to stay or stay based on school evaluations every year. The risk of dismissal is much higher than that of permanent employees, and the stability is poor. Therefore, the issue of permanent and contract workers is an important factor that affects the flow of teachers. Then the payroll system is not perfect. Salary is an important means of managing teachers in modern schools. Scientific and

reasonable salary management can increase teachers' enthusiasm in teaching, stabilize the teaching team, and become more attractive to applicants. Currently, M educational schools implement a post-salary salary structure, car and horse allowances, and performance salaries. However, the performance appraisal distribution system is only limited to formalities. In fact, the difference in teacher salaries is mainly reflected in the difference in teaching seniority. Incentives given to teachers with exceptional teaching abilities and outstanding teaching outcomes are insufficient. The current payroll management system lacks a perfect and scientific design, and the size of the incentives given is too singular. Untimely performance awards, inactive incentive systems, imperfect payroll systems, and rigid personnel management have severely weakened M School's appeal to outstanding talents and the stability of the teaching team. As well as the division of labor of departments is unbalanced. The structure of the distribution of internal teachers does not make sense. Kindergarten teachers have a heavy workload. Kindergarten teachers have more lesson hours per week than elementary, junior high, and high school teachers. The difference is huge, and they participate in teacher training throughout the day on Saturdays. And also the space for staff promotion is insufficient, and the development platform provided for young teachers is limited, so it has an impact on the development of young teachers themselves.

Opportunity Analysis: M educational school is located in a new type of residential area. The number of young parents living in M school communities is increasing, the number of permanent residents is increasing, and the number of newborns is increasing. And education is a big thing related to the national economy and people's livelihoods. The Jokowi administration attaches great importance to national education and has carried out drastic reforms in the field of education. One of the steps is to nominate Go-Jek CEO Makarim as Minister of Education. Indonesia's new Minister of Education, Nadim Makarim, proposed a new concept of education, including strengthening critical thinking education, improving bureaucracy in Indonesia's education system, and allowing the government and private companies to jointly run education. It can be seen that the Indonesia government and the Minister of Education Makarim have a big vision for education. Then the Government attaches great importance to and invests in the field of education. 20% of fiscal revenues will be invested in education. And also in most teachers who resign choose to continue their studies, and teachers can return to work after completing their studies.

Threat Analysis: the results of the threat analysis, namely in the form of wages and salary increases, are not competitive. M educational schools are private schools, and teachers have a lot of class hours, but the teacher's salary level does not have an advantage compared to the surrounding private schools. This has led many teachers to choose to work in international schools with higher salaries and easier courses. Then the social status of teachers is not high. The teacher-student relationship and the structure of the teaching staff have changed. Due to unobjective media coverage and public opinion, trust between students and teachers in some schools declined, and complaints from parents to teachers gradually increased. It is not easy for teachers to gain respect from students and society. As the number of jobs in companies increases, teachers face a wider range of job options. Increasingly advanced transportation and economic development have brought more and more jobs and opportunities for companies, thus having an impact on teacher mobility. And the rules for managing dormitories are relatively strict.

Comprehensive analysis of SO's advantages and opportunities From external analysis, the Ministry of Education puts forward a new educational concept, the government attaches great importance to the development of teaching staff, and the teaching quality of M Educational School has a certain competitiveness. The growth of the population every year has increased the social demand for teacher resources. In terms of the internal environment, M Educational has a pleasant and livable urban environment and an open and inclusive school culture. M schools have certain advantages in terms of teacher welfare, education and teaching levels, software and hardware.

Comprehensive Analysis of Weaknesses and Threats From the analysis of internal reasons, the teacher management mechanism in M Educational schools is rigid and there are many contract workers, and there is no flexible way to replace teacher losses caused by contract workers. The development platform provided by M school for young teachers is still limited, and the incomplete incentive system results in the loss of outstanding teachers. From the analysis of external reasons, the development of transportation and employment due to economic development also has an impact on teacher mobility.

Strength-Opportunity (SO) Action: Publish award-winning school information on websites, parent groups, and public media in a timely manner, and continue to expand the school's social influence.

And the School signs an agreement with the teacher for further study, and recommends teachers who are willing to continue the study, and the school is responsible for the living expenses and miscellaneous expenses. However, teachers need to return to school to serve for a certain period of time after completing their training. Then the school also evaluates and praises outstanding employees every year, and encourages outstanding teachers to set a good example for all employees. As well as the School establishes relationships with the community, participates in social services, and forms a good imagination for the community.

Strength-Threat (ST) Action is to adjust salaries and establish salary design principles that employees need. Then the school regularly and continuously promotes outstanding teachers on public media platforms, and gives respect and achievements to teachers at the social level. As well as adjusting and loosening dormitory management regulations properly so that teachers are more flexible. And for employees who participated in the award, invite employee family members to attend the award meeting to increase the sense of family identity with the school.

Disadvantages-Opportunities (WO) Past Actions The school routinely recommends a certain number of teachers to continue their studies each year, and the school is responsible for living expenses, tuition, and miscellaneous expenses. The school and the teacher sign another agreement, and the teacher will be on duty in the school for a certain period of time after returning from advanced studies. and the School increases the number and frequency of open days every year, invites citizens to visit and experience the school, and increases the number of new school registrations.and Formulate a reasonable and clear salary and remuneration mechanism, and lastly Department managers need to reasonably regulate the workload and personnel needs according to the workload.

Weaknesses-Threats (WT) Actions i.e. School management personnel can reduce the number of talents, and deadlines can be shortened for upper-class teachers and teachers with outstanding performance. Then the school establishes a reasonable, fair and competitive salary and performance incentive mechanism. And the school determines performance based on the division of individual labor, and seeks the principle of paying more for more work. Managers need to reasonably formulate employee needs according to the workload and readjust the personnel work arrangements. And the School guides employees to formulate a reasonable career development plan, and builds a scientific system for employee promotion.

Table 3 IFE – EFE Matrix
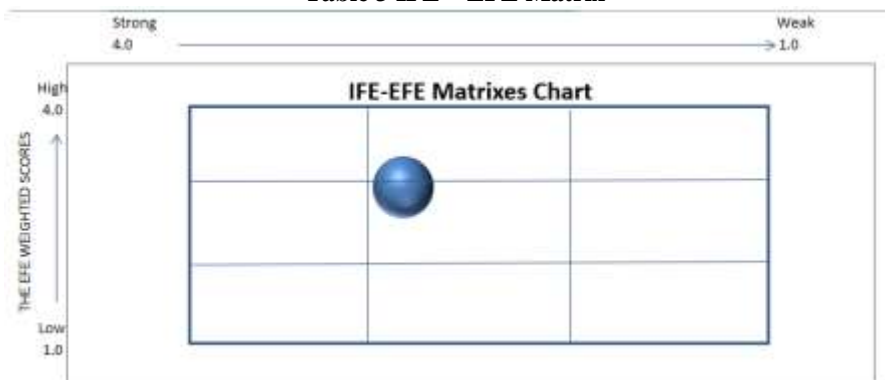
(Source: Research conducted by Researchers, 2023)

Elements Of Ism (Interpretive Structural Modeling)

Based on the teacher satisfaction questionnaire in M educational institution, the human resource management problems reported by teachers were summarized, and the following human resource management problems were found, mainly reflected in: 1) possible changes 2) obstacles 3) objectives 4) plan actions 5) institutions.

Possible Elements of Change

The sub-elements of the elements that can be changed are: A1) Human Resources, A2) Management and leadership team, A3) Employee training and development, A4) Performance management department, A5) Legal and compliance team, A6) Data analysis and research team, A7)

Internal communication team, A8) Employee recruitment team, A9) Compensation and benefits department.

Table 4 - Structural Model of Possible Change Sub Elements

(Source: Research conducted by Researchers, 2023)

The ISM results in the Figure above show that A1 (HR), A2 (management and leadership team), A4 (Performance management department) are key sub-elements of possible changes to the plan. The variables that depend on and are influenced by the activities of other sub-elements are A3 (Employee training and development), A5 (Legal and compliance team), A8 (Employee recruitment team) and A9 (Compensation and benefits department) are highly dependent and interrelated. , and correlate between sub-elements. The other two sub-factors, A6 (Data analysis and research team) and A7 (Internal communication team), were included in the conditions of high attachment but low motivation. Combining these sub-factors, a structural model diagram is generated to determine the likelihood of changes in the onboarding plan.

Element of Constraints
The sub-elements of the constraint elements are: A1) employee work stress and overwork, A2) Cultural identity and customs, A3) Irrational performance system, A4) internal organizational structure, A5) Employees' personal reasons, A6) Limited promotion space for employees and lack of development opportunities, A7) Under goals and direction, A8) Leadership attitude, A9) Employees boycott several school regulations.

Table 5 - Structural Model of Sub Constraint
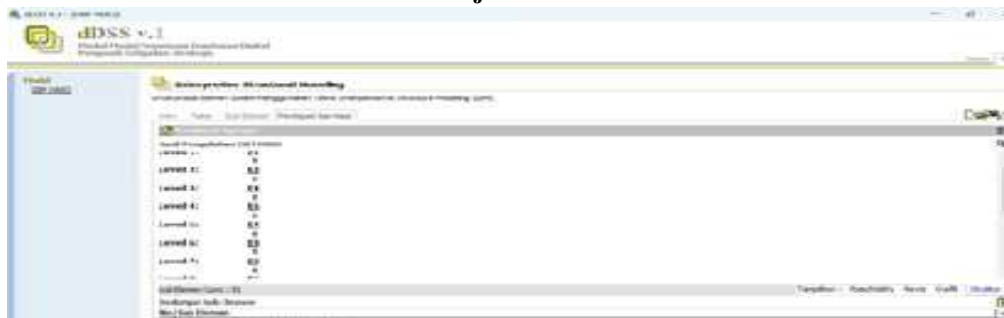

(Source: Research conducted by the Researcher, 2023)

The contextual relationship between the subelements shows the existence of procedural reasons. The ISM results in the Figure above show that A1 (Employee work stress and overwork) is the main sub-element of the target. Dependencies and variables influenced by the activities of other sub-elements, namely A8 (Leadership Attitude), A9 (Employees boycott some school regulations), A5 (Employees' personal reasons) are highly dependent and A7 (The goals and direction of reform are unclear) are interrelated between sub-elements.

Purpose Elements
The sub-elements of the destination element are: A1) Increase employee engagement, A2) Improve the quality of human resources, A3) Improve employee quality, A4) Reduce   employee

turnover rate, A5) Establish a reasonable salary and reward system, A6) Improve leadership and leadership style, A7) Improve work environment and welfare, A8) Optimize the receipt and selection process, A9) Establish employee training and development plans.

Table 6 - Sub-objective Structural Model

(Source: Research conducted by Researchers, 2023)

The contextual relationship between the subelements shows the existence of procedural reasons. The ISM results in the Figure above show that A1 (Increase employee engagement) is the main sub-element of the target. Dependency and variables that are influenced by the activities of other sub-elements, namely A6 (Improving leadership and leadership style), A4 (Reducing employee turnover rate), A3 (Increasing employee satisfaction), A2 (Improving the quality of human resource management) are highly dependent and A7 (Improving the work environment and welfare) are interrelated between sub-elements.

Article Action Elements

The sub-elements of the action plan elements are: A1) Strengthening legal compliance, A2) Assessing the current situation, A3) Improving the collection and selection process, A4) Establishing employee training and development programs, A5) Optimizing performance management, A6) Establishing a recommendation and benefits plan, A7) Regular assessments, A8) Leadership development, A9) Providing channels for employee feedback.

Table 7 – Structural Model of Plan Sub-Actions

(Source: Research conducted by Researchers, 2023)

The contextual relationship between the subelements shows the existence of procedural reasons. The ISM results in the Figure above show that A2 (Assessing the current situation) is the main sub-element of the target. Dependencies and variables that are affected by the activities of other sub-elements i.e. A6 (Establishment of compensation and benefits plans), A7 (Routine assessment), A8 (leadership development), A9 (Providing channels to receive employee feedback) are highly dependent and A5 (Optimize performance management) are interrelated between sub-elements.

Elements of the Institution

The sub-elements of the elements of the Institution are: A1) School committee, A2) Training consulting company, A3) Employee engagement survey company, A4) HR consulting company, A5) Universities and colleges that offer HR management courses, A6) Government Ministry of Education, A7) Employee benefit providers, A8) Academic research institutions, A9) Online platforms and tool providers.

Table 8 - Sub-Institutional Structural Model

(Source: Research conducted by Researchers, 2023)

The results of the ISM in the Figure above show that A5 (Universities and colleges that offer human resource management courses), A6 (Government Department of Education), and A1 (School Committees) are the main sub-elements of the target. The variables with low attachment style and low motivation are I8 (Academic Research Institute), A3 (Employee Engagement Survey Company), A4 (Human Resources Consulting Company), and A7 (Employee Benefit Provider). The contextual relationship between the subelements shows the existence of procedural reasons. Some sub-elements belong to low driving power, low dependence.

These child elements are: The variable with high dependency but low impetus is A2 (The sub-element of the Training Consulting Company belongs to the state of low drive and high attachment).

Discussion

The existence of the above results requires several useful strategies to increase employee engagement, as follows:

Establishing an incentive mechanism (Minying, 2020)

1. Set clear goals and expectations: Clarify the school's vision, mission, and goals to staff and ensure they understand how their work relates to the school's success. Set clear job responsibilities and expectations to help employees understand the standards expected of them. meet.
2. Provide attractive salaries and benefits: Offer competitive salaries, ensure employees feel the pay is fair, and offer performance-based rewards or promotions. Provide comprehensive benefits, including health insurance, pension plans, education allowances and other benefits to meet the basic needs of employees.
3. Awards and awards: Establish an employee recognition program that routinely rewards employees for their outstanding performance and provides awards and bonuses. Encourage employees to compete through individual or team rewards.
4. Provides flexible work arrangements: Offers flexible working hours and remote work options to meet the needs of employees' work-life balance. Support employees to be flexible in adjusting their work schedules when needed, such as family emergencies or personal health issues.
5. Participate in decision-making: Encourage staff to participate in the decision-making process at the school, providing opportunities to provide feedback and suggestions so that they feel their voices are heard and respected. Form an employee representative committee to allow employees to participate directly in important decision-making.
6. Health and wellness: Provides health and wellness programs including mental health support, health screenings and fitness facilities. Build employee wellness initiatives to encourage healthy lifestyles and provide employee support.
7. Continuous improvement: Continuously gathering feedback from employees to understand their needs and suggestions through employee satisfaction surveys or face-to-face meetings. Continuously improve employee incentives based on feedback and school goals to ensure their effectiveness. Successful employee incentives need to be tailored to the characteristics of the school, culture and

resources, as well as building a positive work environment that encourages employee participation and growth. Employee engagement and feedback are important to continuously improve incentives.

Providing opportunities for career development (Minying, 2020)
1. Develop a career development plan: Work with employees to develop a personalized career development plan that clarifies short-term and long-term career goals. Provide support and resources to help them achieve their career goals, such as training, mentorship, and educational benefits.
2. Training and development opportunities: A variety of training and development opportunities are available, including workshops, seminars, online courses, and participation in degree programs. Encourage employees to continuously improve their skills and adapt to the changing educational environment.
3. Internal promotion opportunities: Support internal promotions and encourage employees to seek out new career opportunities at the school. Post job openings publicly so employees have the opportunity to compete for promotions or move between departments.
4. Tutor system: Build a mentoring system that allows experienced employees to mentor and train newcomers. Mentors can provide career advice, share experiences, and help new hires adjust to the school culture.
5. Learning resources and library: Provide adequate learning resources for staff, including libraries, online databases, and literature search tools. Encourage employees to actively use these resources to improve their knowledge and skills.
6. Career consulting: Provide career consulting services to help employees plan career paths and solve career problems. Career counseling can include career assessments, career planning sessions and career development guidance.
7. Participate in research and academic projects: Provide opportunities to participate in the school's academic research projects and encourage employees to gain an in-depth understanding of the latest trends and research in the field of education. Supporting employees in publishing articles, reports, and presentations to enhance their professional reputation. By providing professional development opportunities, schools can attract and retain highly qualified employees and increase their engagement and loyalty. This helps schools createa positive work environment that supports the school's goals and missions.

Strengthen communication and feedback (Yaqing & Lei, 2017)
1. Establish open communication channels: Create diverse communication channels, including face-to-face meetings, email, internal social media, internal websites, etc., to ensure that employees can choose appropriate methods for communicating.
2. Regular team meetings: Organize regular team meetings to allow employees to share project progress, problems and suggestions. It facilitates the exchange of information and sharing among team members.
3. Employee feedback meetings: Employee feedback meetings are held at regular intervals where employees can ask questions, opinions, and suggestions, and the school management can respond and take action at the right time.
4. Anonymous feedback mechanism: Provide an anonymous feedback mechanism so that employees can freely express their opinions without worrying about the consequences. This can be done by setting up an anonymous online survey or suggestion box.
5. Face-to-face meetings: Regularly hold face-to-face meetings for employees to discuss career development, issues, and needs with their direct supervisors. This helps to build personal relationships and better understand the expectations and challenges of employees.
6. Closed feedback: For questions and suggestions raised by employees, make sure there is a clear feedback mechanism in place to let employees know that their feedback has been received and what action has been taken.
7. Transparency and fairness: Ensuring transparency and fairness in the communication and feedback process, and avoiding information asymmetry and discrimination.
8. Utilization of technology tools: Utilizing technology tools, such as internal social media platforms, communication apps, and collaboration tools, to encourage information exchange and interaction between employees.

Strengthening staff training (Yaqing & Lei, 2017)

1. Develop a training plan: Develop a comprehensive employee training plan, including new employee training, continuing professional development training, and professional upskilling training.
2. Personalized training: Considering the needs and backgrounds of different employees and providing personalized training plans to meet their specific career goals and interests.
3. Technical training: Provides technical training to help employees become proficient in the technology and educational tools used by schools to improve work efficiency.
4. Online training resources: Provide online training resources so that employees can learn at their own time and place, increasing flexibility and accessibility.
5. In-house expert lecturers: Use expert resources in schools to enable employees to share knowledge and experience and encourage in-house training.
6. External training and seminars: Encourage employees to participate in external training and seminars to learn about current educational trends and best practices.
7. Mentor system: Build a mentor system that allows experienced employees to mentor new hires and share career advice and skills.
8. Training evaluation and feedback: Evaluate the effectiveness of training regularly and collect feedback from employees. Make improvements based on input and evaluation results.
9. Internal knowledge sharing: Build an internal knowledge sharing platform where employees can share knowledge and experiences.

Improving leadership (Yaqing & Lei, 2017)

1. Improve leadership leaders and create an organization that allows employees to be dedicated. Organizations have a strong impact on core employee engagement and have the potential to increase employee engagement, and employees want to work in organizations that increase employee engagement. The company's senior management has a more direct influence on employees. If leaders and managers can improve their behavior and capabilities and put more effort into communicating with employees, this will help employees become more engaged and enable the company to achieve optimal performance.
2. Understand the needs of employees in a timely manner and provide them with career development opportunities. Employees need a fair evaluation. At the same time, employees love challenging work. Many people are looking for opportunities to gain new knowledge or new skills, but they also hope to gain opportunities for career advancement. If organizations can't provide such opportunities, they will drop out. Therefore, it is necessary to clearly understand the needs of employees and develop targeted talent training plans and career development paths based on actual conditions. As a leader, you need to communicate more with employees in the workplace and even in daily life, and understand the needs of employees in a timely manner.
3. Recognition and awards. Rewards are usually divided into monetary rewards and non-monetary rewards, and most employees prefer to be recognized and rewarded regularly. As a manager, you need to be good at finding opportunities to encourage employees: the frequency of compliments should be sexual, the content should be as concise, comprehensive, and visual as possible. There are also different ways to reward different types of employees. Newer generation employees prefer timely feedback and praise, while older generations of employees prefer thoughtful and thoughtful praise.

CONCLUSION

There are various challenges faced, including 1) the possibility of change, 2) obstacles, 3) goals, 4) planned actions, and 5) interrelated institutions, which lead to a lack of motivation for the workforce to continue their careers in previous educational institutions. Therefore, efforts are needed to build a Positive Educational Organizational Culture at the M Educational Institute Jakarta to increase workforce motivation, such as:

1. Educational institutions must create a positive work environment and establish values that encourage the involvement and active participation of teachers in the educational process.2. Educational institutions should develop open and transparent communication channels, allowing teachers to share ideas, express their needs, and participate in the decision-making process.3. Establish a fair and
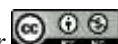
transparent performance evaluation and reward system, in order to motivate teachers to actively contribute to school development and student learning.4. Provide training in leadership and human resource management skills to school principals, so that they can lead the teaching team more effectively and improve the overall performance of the organization.

The results of this study are expected to encourage the M Educational Institute Jakarta to strengthen prevention efforts, such as:1. The development of M Educational Jakarta requires the implementation of a scientific and rational human resource management mechanism, with the concept of project management as a systematic implementation framework, which can also be a guide in the management of human resources in educational institutions, as well as ensuring the effectiveness of the implementation of HR operations.2. Human resource project management is a structured and systematic management method.3. In implementing human resource project management, Institut M Educational Jakarta must consider the specific characteristics and needs of the institution to clarify the project.4. Focusing on achieving goals, paying attention to the rationality and effectiveness of the plan, as well as ensuring detailed communication and repeated adjustments, will strengthen the construction team of the M Educational Institute Jakarta as a whole.

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