

IMPLEMENTATION OF TEACHER RECRUITMENT AND SELECTION SYSTEM AT SD IT AL-WAHDAH TOJO UNA-UNA

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Abstract

In the field of education, educators and teachers play a crucial role in enhancing the quality of education. As a result, educational institutions require professionals who can effectively carry out their duties to achieve established goals. However, the situation of teachers in Indonesia still needs serious attention. One factor contributing to the low quality of education is that teachers do not always teach by their abilities. A key reason for this issue is the lack of a selective recruitment process, which fails to recognize the importance, role, and benefits of effective teacher recruitment. This study uses a qualitative, descriptive approach to explore various events, aspects, phenomena, and conditions within the research setting, drawing upon field knowledge. The findings indicate that the teacher recruitment system at SD IT Al-Wahdah Tojo Una-Una involves three main components: planning, strategy, and organization. The strategic stages of the recruitment process include conducting a teacher needs analysis, planning the requirements for teaching staff, disseminating information both internally and externally, screening applicants' documents, conducting oral interviews, calling selected candidates, and placing new teachers accordingly.

Keywords: Implementation of Teacher Recruitment and Selection

Introduction

Education makes the greatest contribution to shaping an individual's personality, as it not only has a positive impact on human development and various personal aspects but also influences all areas of life. The current issue is that not all schools are achieving quality education. This is due to how schools manage their teaching staff, including both teachers and the entire school community.

In the world of education, there are important factors that help improve the quality of education, allowing educational institutions to achieve their desired goals. Schools require good human resources to carry out their duties to fulfill their vision and mission. Educators are teachers who are involved in the process of imparting knowledge in schools. The rapid advancement of science and technology in developed and developing countries is determined by the development of human resource management (HRM) (Abdurrahmat, 2016).

The role of teachers as of human resources in schools must be continuously improved and strengthened to ensure that educational goals are maximally achieved. This is based on the Minister of Education Regulation No. 13 of 2007 regarding the Competency Standards for School Principals, which emphasizes that principals must

possess five key dimensions of minimum competency. First, is character capability. Second, leadership skills.

As a formal institution, schools play a major role in advancing the quality of education through various means such as effective teaching, providing a comfortable environment, and ensuring comprehensive facilities to support the overall development in Indonesia. The primary activity of schools, as a form of educational service to the community, is to deliver instruction that meets educational needs, especially those of the students who are at the center of the entire educational process.

The national education issue currently facing Indonesia is the low quality of education at every level. At present, the low quality of education remains an ongoing problem. This issue requires collective efforts from all parties, especially those within the education sector, to address every challenge and provide solutions aligned with the educational aspirations of Indonesia.

With the growing demand for outstanding educators, there is increasing pressure to improve the quality of education at all levels, which has become a national commitment to education. In reality, the situation of teachers in Indonesia still requires significant attention. Teachers' failure to educate students according to their talents is one of the causes of low educational quality, resulting in students not discovering their interests and talents even after completing high school.

A common challenge faced by many educational institutions is the lack of selectivity in the recruitment process, which sometimes leads to hiring teachers who do not meet the specific requirements needed. Recruitment is often carried out in a manner that simply fills the teaching positions without considering the qualifications thoroughly. However, through a more selective recruitment process, schools can choose teachers who are most suited for the positions, aligning with the desired expectations and needs.

Similarly, in the recruitment process, the planning is often inadequate, and there is a lack of selectivity in hiring prospective teachers, with a focus on filling vacancies rather than matching qualifications. School requirements may lead to misalignment between the teachers hired and the qualifications needed. The assignment of responsibilities and functions to personnel can be affected by this lack of alignment. Educational institutions often lack transparency in accepting new teacher candidates, resulting in a significant expenditure of time and effort. Despite the large number of applicants, many do not meet the necessary qualifications.

SD IT Al-Wahdah Tojo Una-Una is the first integrated Islamic school in Tojo Una-Una Regency, combining both foundation and national curricula. Within just four years of its establishment, the school has rapidly become a favored choice in the region, with parents eager to enroll their children despite the monthly tuition fees. Not only students but also teachers are keen to join this institution, as the salaries offered are above average compared to other primary schools.

In achieving the objectives of educational management, the management of human resources is crucial. Effective management requires competent human resources. The function of human resource planning is to determine the staffing programs for educators (teachers) and educational staff (administrative personnel) that will help achieve the goals set by an educational institution. Human resource planning is the process of determining the movement of teachers and staff within an institution, aligning them with future desired positions. Therefore, steps are needed to ensure that the right personnel are available for roles that match the institution's human resource needs.

The first step is planning, which involves setting the criteria for potential applicants. The purpose of this is to ensure that the selected personnel are of the highest quality and align with the vision and mission of the educational institution. Next is the implementation of recruitment and selection. During this process, the recruitment and selection of candidate personnel must be done carefully and meticulously, as it is a crucial aspect of human resource development in education. If we choose management personnel carelessly, it will eventually affect the process of achieving the institution's goals.

Many educational institutions operating under the name of foundations implement a nepotism system, where they employ family members or relatives and place them as staff or teachers in schools. Unlike the above-mentioned issues that arise within schools, the problem studied here relates specifically to teachers. This also serves as the limitation of this research, which aims to identify or focus on teacher recruitment, with the title: "The Implementation of Teacher Recruitment and Selection System at Al-Wahdah Islamic Elementary School in Tojo Una-Una."

METHODS

This study employs a qualitative approach using the case study method. Data were collected through in-depth interviews and participatory observation. The research is qualitative, a type of research that generates descriptive data in the form of written and spoken words about people and their observable behavior. This research aims to gain a comprehensive understanding of specific individuals and their context. This method emphasizes the meaning, experiences, and perspectives of individuals or groups within a particular social context.

FINDING AND DISCUSSION

The role of the foundation and the principal in implementing the teacher recruitment and selection system is to achieve the desired results, meet the school's needs, and ensure that teachers have good quality. The efforts made by the principal of SD IT Al-Wahdah Tojo Una-Una in implementing the recruitment system include:

1. Planning the Recruitment and Selection of Educators and Educational Staff at SD IT Al-Wahdah Tojo Una-Una.

The recruitment system planning at SD IT Al-Wahdah is carried out at the start of each academic year, or if a teacher suddenly resigns for various reasons. The school has prepared various recruitment strategies to ensure that the teaching and learning process continues smoothly, with the principal serving as the head of the recruitment committee, acting on behalf of the foundation.

According to Siagian, a good planning process must be easy to implement, developed by individuals who understand the organization's objectives, accompanied by thorough planning, and must link planning with execution. Must be easily achievable – When making a plan, one cannot only focus on the goal without considering the steps to achieve it. Good planning should identify the objectives and the appropriate and practical steps to achieve them. Must be developed by someone who understands the organization's objectives – The plan should be designed and formulated by true experts in their field, and team members must be able to work together as a cohesive team to ensure the plan is comprehensive. There must be thorough planning – A good plan includes more than just answering the questions: what, where, how, who, and why. It must also include a detailed explanation of the organization's plan in the form of a work plan. Planning and execution must be interconnected – Planning is the first step in an activity, and the relationship between the plan and the activities to be carried out must be carefully considered. There should not be a situation where the activity turns out to be A while the plan you made ends up being C or D.

Before conducting recruitment at SD IT Al-Wahdah Tojo Una-Una, the principal usually holds discussions with educators and educational staff regarding the challenges, needs, and issues experienced by teachers and students during the learning process. This includes discussing the condition of the classroom and whether the teacher requires an assistant. If the analysis during the meeting indicates the need for a new teacher for various reasons, the principal will take follow-up action by discussing it with the foundation. The final decision is made with the approval of the foundation, while the principal holds the primary responsibility for implementing the recruitment. The general purpose of recruitment is to prepare several qualified and potential candidates for educators and educational staff for the school (Danumiharja, 2014, p. 127).

The recruitment process mechanism is as follows: The principal analyzes with teachers during the routine monthly meetings. If the meeting results emphasize the need for a new teacher, the principal will discuss it with the foundation and then initiate an open recruitment process, both internally and externally. Internal recruitment is done through communication among teachers and the foundation, while external recruitment is carried out via the school's social media platforms, such as YouTube, Instagram, and Facebook. For complete job applications, applicants are required to submit the necessary documents, including 1) a cover letter, 2) a resume, 3) a passport

photo, 4) a photocopy of an ID card, 5) a photocopy of family card, 6) diploma and transcript, and copies of any relevant certificates.

This method is supported by Rony Sandra (2020). Before conducting recruitment, preparation for recruitment is necessary, which includes: a) the formation of a recruitment committee for educators and educational staff, b) the establishment of requirements for applying to become educators and educational staff, c) the determination of the registration procedure for new educators and educational staff, and d) the preparation of selection test materials.

According to Malthis (2006), employee recruitment aims to provide enough candidates so that management can select employees who meet their required qualifications. Recruitment is a two-way communication process. Applicants seek accurate information about what it is like to work within the organization, while the organization desires accurate information about the applicants and how they would perform if hired. The selection process is conducted carefully; during its implementation, the principal will explain various strengths and weaknesses, as well as the contract that will be undertaken, including what is allowed and the mechanisms for teaching and learning at the school.

2. Recruitment and Selection Strategies for Educators and Educational Staff at SD IT Al-Wahdah Tojo Una-Una.

The recruitment process must be carried out carefully and effectively to produce teachers who meet the school's criteria. A well-thought-out strategy is essential for its implementation.

The recruitment and selection strategies are conducted in several ways, both internally and externally. In the process, the principal explains the strategies of SD IT Al-Wahdah in recruiting and selecting teachers and educational staff. The principal prioritizes hiring educators who demonstrate commitment and a willingness to engage in religious education activities, ensuring that education is not just for the children but also enhances the teachers' knowledge of religion, creating a mutually enriching environment.

Various measures are taken to ensure that the school attracts the best teachers. This is reinforced by the teachers' identity as contract teachers for the first two years before they can be appointed as permanent staff by the foundation, with a salary increase. However, if a teacher fails to meet the contract terms before the agreement period ends, the foundation will terminate the contract. Offering learning classes for these teachers is also an advantage provided by the school without requiring any fees; teachers only need to be diligent in attending and actively participating in these activities.

The strategies used in detailed recruitment are: 1) Analysis of teacher needs, which aims to find out whether the school needs additional teachers or not 2) Planning

the number of teachers, it is important to do so that each class is met, the existing teachers also match their background desired education 3) Dissemination of information. This distribution is carried out both internally at schools and foundations, where this takes advantage of the potential that already exists within the school organization itself so that existing teachers who have not yet had the opportunity to contribute to the school have the opportunity to participate in the process. The external recruitment process is by targeting the entire general public or outside the organization. Recruitment via social media or print media (Firda, et al. 2023). 4). File selection, so that you get files according to specifications and completeness, not just verbal. 5) Interview, this aims to find out various personal data as well as evaluation material for whether the applicant is accepted or rejected. 6) Calling for applicants who successfully pass the selection process, this is done to explain their main duties, teaching map, and contract. 7) Placement of teachers is based on need, in placement teachers must first go through a trial period until they can be appointed as permanent foundation teachers.

Transformational leadership is said to play a very important role in the process

This recruitment process strategy is carried out according to the guidelines and results of meetings with the foundation board and teachers, this stage is also explained by Maryam, et al (2021). In practice, each agency applies the method differently. However, what is important to pay attention to is establishing minimum qualifications for a particular employee or position, which in this case will involve providing the desired employee recruitment standards. In determining the minimum qualifications, the following steps must be taken into account: a) Review of biographical data b) Aptitude or agility test c) Ability test d) Appearance test e) References f) Performance evaluation g) Interviews h) Center -assessment center i) Probationary period.

3. Organization of Recruitment and Selection of Educators and Education Personnel at SD IT Al-Wahdah Tojo Una-Una

Organizing is defined as the process of preparing or allocating organizational resources in the form of organizational design or organizational structure by established organizational goals. The following things can be done with the organizing management function: 1) Allocate resources, formulate and assign tasks, and determine the necessary procedures. 2) Establish an organizational structure that shows the lines of authority and responsibility. 3) Recruitment, selection, training, and development activities of human resources or workforce. 4) Activities for placing human resources in the most appropriate positions.

The school principal formulates recruitment and selection strategies for teaching staff by communicating with related parties. A bad plan can be implemented well if it is well organized. Backlogs of tasks and irregularities in procedures can ruin the planned system. According to Engkoswara and Aan Komariah, the organization is the process of

organizing, allocating, and allocating workers, power, and resources in an organization. (Engkoswara, 2012).

SD IT Al-Wahdah Tojo Una-Una Sources and methods for delivering recruitment information are internal and external. Judging from the explanations of several teachers who knew about the vacancy from insiders and the school announcement, the two were almost equal. After opening vacancies from various sources, the next step is to accept applications. When receiving application documents, applicants must fulfill several conditions.

SD IT Al-Wahdah Tojo Una-Una has the same requirements as other organizations. If the applicant is someone who meets the criteria starting from the archival (administrative) side. However, in the process of accepting new teachers at one well-known organization, a person who has submitted documents is first asked whether he is committed to taking religious studies classes while he is a teacher. This school begins with Al-Quran and religious learning. If this has been fulfilled then the teacher can proceed to the next stage, namely calling candidates for selection.

This organization is supported according to Sadarni (2022). Recruitment sources can come from internal or external to the organization. Recruitment methods can be divided into 2 types, namely: a) Internal methods are aimed at obtaining recruitment sources from internal schools, while external methods are aimed at obtaining human resources from external recruitment sources. Internal methods can be carried out through announcements on notice boards at schools, word of mouth, school personnel letters, promotion lists based on performance, skills or seniority, potential ratings (Danumiharja, 2014, p. 129-130) and recall or rehire (Schuler & Jackson, 2006 as quoted in Mardiah, 2016, p. 226). b) External methods can be carried out through general electronic or print mass media, such as information or advertisements in newspapers, radio, and television (Danumiharja, 2014, p. 133-134). Apart from that, external methods can be carried out using third-party services or collaboration such as job search agencies or employment agencies, educational institutions, training institutions, etc. (Hariandja, 2002, p. 123). Recruitment using external methods can also be carried out through the acquisition or merger process of an educational institution (Danumiharja, 2014, p. 134) and university recruitment.

CONCLUSION

Based on the research results, the author can conclude that the implementation of the recruitment system consists of planning, strategy, and organization. The recruitment and selection strategy for teaching and education staff at SD IT Al-Wahdah Tojo Una-Una has strategies that are carried out in recruiting teaching staff, including 1) The school carries out an analysis of teacher needs, 2) The school plans the needs of teaching staff, 3) Informs internally and external, 4) Selection of applicant files, 5) Oral

test (interview), 6) Calling applicants who pass the selection, 7) Placement of new teachers.

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