

## RECRUITMENT AND SELECTION: UNDERSTANDING THE SCHOOL'S STRATEGY IN REALIZING SUPERIOR EDUCATIONAL STAFF PERFORMANCE

Pujiono\*, Yetri, Amiruddin

Universitas Islam Negeri Raden Intan Lampung, Indonesia

DOI: <https://doi.org/10.52627/ijeam.v4i1.108>

---

### Article History:

Received: May 2022

Accepted: August 2022

Published: August 2022

---

### Keywords:

Recruitment, Selection,  
Educational Staff, Performance

---

### \*Correspondence Address:

pujiyono123@mail.com

---

### Abstract :

*This study aims to analyze the strategy of recruitment and selection of teaching staff in order to achieve the goals of the institution. The method used in this study is a qualitative descriptive method, which describes existing phenomena. As for data collection techniques using observation, interviews and document study. Researchers conducted interviews with school principals, deputy principals, chairs and secretaries of the Muhammadiyah Elementary and Middle Education Council (MPDM) in Metro City. The results of the study show that the strategy for recruiting and selecting educators has been good. This recruitment activity begins with planning the needs of educators, namely by analyzing the needs of existing teachers, announcement of vacancies for educators, requirements that must be met by prospective educators, selection with various tests, interviews and determining teacher acceptance. The strategy used can be said to be effective for schools, this is proven by the very good quality of teaching staff obtained as expressed by the principal as the executor and decision maker in teacher recruitment activities.*

### Abstrak:

*Penelitian ini bertujuan untuk menganalisis tentang strategi rekrutmen dan seleksi tenaga pendidik dalam rangka pencapaian tujuan lembaga tersebut. Metode yang digunakan dalam penelitian ini adalah metode deskriptif kualitatif, yakni mendeskripsikan fenomena-fenomena yang ada. Adapun teknik pengumpulan data menggunakan observasi, wawancara dan studi dokumen. Peneliti melakukan wawancara terhadap kepala sekolah, wakil kepala sekolah, ketua dan sekretaris Majelis Pendidikan Dasar dan Menengah (MPDM) Muhammadiyah Kota Metro. Hasil penelitian menunjukkan bahwa strategi rekrutmen dan seleksi tenaga pendidik yang dilakukan sudah baik. Kegiatan rekrutmen ini diawali dengan perencanaan kebutuhan tenaga pendidik yaitu dengan menganalisa kebutuhan guru yang ada, pengumuman adanya lowongan tenaga pendidik, persyaratan yang harus dipenuhi calon tenaga pendidik, seleksi dengan berbagai tes, wawancara dan penentuan penerimaan guru. Strategi yang digunakan tersebut dapat dikatakan efektif bagi*

*sekolah, hal ini terbukti dengan kualitas tenaga pendidik yang diperoleh sangat baik seperti yang diungkapkan oleh kepala sekolah sebagai pelaksana dan pengambil keputusan dalam kegiatan rekrutmen guru.*

## INTRODUCTION

One of the problems that often occur in several schools in recruiting teaching and academic staff is the problem of planning the recruitment of teaching and educational staff that is not mature enough, so that disqualification and ineffectiveness of school goals often occur because many jobs that several people should do must be done. alone (Yusriadi, 2018; Yuliyati, 2020; Wahid et al., 2020).

Islamic philosophy believes that a leader's initial task is to find and select prospective employees to occupy predetermined job posts. The selection of employees is a crucial activity to determine the course of a company. So, leaders must be selective in choosing prospective employees; they are competent in their field, have broad knowledge, a sense of responsibility, and can be trusted (amanah) (Mariyanti & Afisha, 2020). Recruiting and selecting prospective employees is a crucial issue (An-nabhani, 2017; Titin, DJ, & Azizah, 2021)

In this regard, the personnel functions the principal must carry out are planning, organizing, directing, training and development, compensation, appraisal, and termination. The Human Resources (HR) management system that is used must be to the needs of the organization so that the recruitment process is carried out not only to fill employee vacancies or to get ordinary HR but HR who are highly dedicated and professional in their field (Qutni et al., 2021; Basri et al., 2022).

Strategy is a unified plan and has extensive exposure, integrated with organizational excellence against the challenges of the school environment, designed and directed to achieve the goals that have been made, achieving these goals through the implementation of activities effectively and efficiently (Qoimah, 2018).

Withdrawal (recruitment) of teaching and educational staff is a process of finding and attracting prospective teaching and educational staff) who have abilities according to the planned needs of an educational institution? Selection activities for teaching and academic staff can be selective by limiting applications to particular groups. Under certain conditions, there may be more profitable opportunities to obtain educators and educational staff who meet school expectations (Ibrahim, 2016)

Seeing from one of the tasks of education staff who support the educational process is part of its management. In its management, a recruitment strategy (withdrawal) can produce prospective professional educators. For this reason, the recruitment strategy is essential in an educational institution. In order to produce prospective educators and professional education.

This is supported by Sulistriani's research which states that the role of teaching and educational staff is so vital that it is necessary to have a recruitment strategy (withdrawal) that can produce prospective professional

teaching staff. Educators are also the key to the success of education in schools. Even without education, they have the task of supporting school activities, such as administration and librarians. Educators and educational staff have an important role and position in implementing education.

Good performance is the readiness of a person or group of people to carry out an activity and complete it according to their responsibilities with the results they expect (Baharun, 2016; Mariyanti & Afisha, 2020). Teacher performance influences the success of learning objectives, which consists of three aspects, namely the clarity of tasks or work for which they are responsible, the clarity of the expected results of a job or function, and the clarity of the time needed to complete a job so that the expected results can be realized. (Sa'idu, 2021). Optimal teacher performance starts with the teacher's mastery of the essential competencies that a teacher should have (Syatar, 2020). Performance is the result or level of success of a person as a whole during a specific period in implementing tasks (Asopwan, 2018). When compared with various possibilities, work results, targets or goals, or criteria have been determined first and mutually agreed upon.

Several factors affect the quality of employee performance. One of these factors is the award (reward) and sanctions (punishment). In an organization or company, it is essential to have a reward and sanction program because this program is an integral part of many company work programs.

The results of Herzberg's research on motivation show that job satisfaction or motivator factors are: work performance, recognition (award), the work itself, responsibility, and promotion (rank advancement). The more fulfilled the sources of motivator factors from a person, the more his work motivation will increase. Conversely, if it is not fulfilled, it will decrease work motivation. Other factors, namely job dissatisfaction, include policy and administration, implementation of technical supervision, salary, interpersonal relations, working conditions, opportunities for growth, the effect of work on personal life, job security, and status.

This research is in line with research conducted by Ayu Istikomah, Department of Education Management, Faculty of Tarbiyah and Teacher Training, 2014 concerning "Strategy for Recruitment of Educators at Superior Paramarta Middle School," based on the results of the study showing that the recruitment strategy implemented was good, but not optimal because lack of recruitment preparation carried out by the school. Recruitment is carried out only to meet needs, regardless of the quality and qualifications of teachers. There are similarities and differences between the authors of this research and the research that the authors will conduct. The similarity lies in the recruitment strategy; the difference is that this research only focuses on academic staff.

School management, in general, has tended to be perfunctory or unprofessional, one of which is managing human resources, such as educators, education staff, and students (Sholehah et al., 2016; Aulia & Sontani, 2018). Recruiting educators in Muhammadiyah schools in Bandar Lampung is mainly carried out unprogrammed and structured, which will undoubtedly impact the recruited educators' quality. Apart from that, the feeling of kinship still feels

very strong. Many teaching staff was recruited on the recommendation of the organization's management. During the recruitment process, even though there is prospective teaching staff (applicants) who have better competence, the decision to accept tends to go to applicants recommended by the organization's management so that recruitment is only a formality. Fatal conditions often place educators who are not in their fields or are not linear. This has resulted in Muhammadiyah schools in Bandar Lampung, especially at the junior high school level, decreasing quality and impacting the decline in the public interest. The number of students is decreasing, and the condition of the school is getting more and more apprehensive, like living reluctantly and unwillingly.

This condition is inversely proportional to Muhammadiyah Ahmad Dahlan Middle School Metro City. The school, which is still very young, was founded in 2015, but its achievements surpass those of Muhammadiyah schools which have been established for decades. Muhammadiyah Ahmad Dahlan Middle School in Metro City is developing very fast because the public interest is very high in sending their children to this school. This is an aspect that is of interest to researchers to find out and analyze the process of withdrawal (recruitment) and the stages of selecting educators at SMP Muhammadiyah Ahmad Dahlan Metro City, whether there are similarities with Muhammadiyah schools in Bandar Lampung or not. What strategies are applied to get superior human resources

## RESEARCH METHODS

The type of research used in this research is qualitative research. Qualitative research is also called an investigative approach because researchers usually collect data face-to-face and interact with people in the research area (Syamsuddin & Vismania, 2007). Even though this research is descriptive, descriptive research, according to Sudjana and Ibrahim, is research that seeks to describe a symptom, event, or event that is happening at present. (Nana Sudjana and Ibrahim, 2012). The researcher took the research location at SMP Muhammadiyah Ahmad Dahlan Metro, addressed at Jl. AR. Prawiranegara, Mulyoyati Village, West Metro District, Metro City, Lampung Province.

Methods of data collection using observation, interviews, and documentation. This observation was carried out by directly observing the research object to closely examine the activities carried out (Syamsuddin & Vismania, 2007). To obtain valid and accurate data, the authors use a type of guided free interview, which is an interview in which the questions asked to the respondent are put forward freely. However, the contents of the questions are asked according to predetermined guidelines. In this documentation, researchers will dig up information from documents that support research, including videos, photos, recordings, profiles, and written documents about the compensation system and the application of the work discipline. This document will help sharpen the analysis of this research.

To ensure the validity of the data for this study, researchers used a triangulation technique. There are two triangulations that researchers use in this study, namely technical triangulation, and source triangulation. Technical

triangulation is when researchers use different data collection techniques to obtain data from the same source. Researchers simultaneously used participatory observation, in-depth interviews, and documentation for the same data source. Source triangulation means getting data from different sources using the same technique.

Thus in this study, the credibility test of research data was carried out by triangulation with sources, namely comparing observational data and documentation with interview data and checking back the degree of trust in information obtained through different times and tools in qualitative research (Moeloeng, 2000). The steps the researcher took in analyzing the data applied were data reduction, data presentation/presentation, and verification carried out during and after the research.

## **RESULTS AND DISCUSSION**

Good management is needed to improve an educational institution's quality, especially in human resources. This research was conducted at the Muhammadiyah Ahmad Dahlan Metro Middle School, focusing on HR Management. The sub-focus was the recruitment and selection system for educators.

For the data and information in this study, researchers used a qualitative descriptive approach with data collection techniques using interviews and documentation. From the technique used, it is hoped that it will be able to dig in-depth and get meaning related to the recruitment system, selection, and placement of teaching staff at the Muhammadiyah Ahmad Dahlan Metro Middle School by testing the validity of the data using the source triangulation technique.

Based on research findings, the recruitment and selection of teaching staff at Muhammadiyah Ahmad Dahlan Metro Middle School is implemented. Every school requires teaching and academic staff, and in line with the increase in the number of students. This happened because the growth of Muhammadiyah Ahmad Dahlan Metro Middle School was very fast, with the addition of students every year. Recruitment was carried out by SMP Muhammadiyah Ahmad Dahlan Metro to replace educators and educational staff who had left for one reason or another and to add educators as the number of students increased. With the increase in students, schools need competent teachers. The process of recruiting teaching staff at Muhammadiyah Ahmad Dahlan Metro Middle School is still carried out in a naturalistic manner. Namely, the school proposes additional teaching and education staff to the Muhammadiyah Elementary and Secondary Education Council (MPDM) Regional Leadership of Metro City. The Education Council handles the recruitment process, which then submits the selection results to the school principal to carry out a final interview and be placed in the position needed (Musyafa, 2021).

### **Recruitment Planning**

Recruitment and selection of teaching staff at SMP Muhammadiyah Ahmad Dahlan Metro are carried out every year in line with the increase in the number of students. Based on the results of interviews with the head of

Muhammadiyah Middle School Ahmad Dahlan Metro, the first stage carried out recruitment and selection was to open vacancies which were carried out by publishing posting information in school bulletin boards, newspapers, and bulletin boards.

Careful planning is needed in every activity to be carried out. With good planning, we can expect the activities we will carry out to run smoothly and achieve our goals. Planning is a preparatory step in implementing a job to achieve specific goals. The process of preparing a plan that must be considered is preparing everything needed to achieve the goal, namely by collecting data, recording and analyzing data, and formulating decisions

#### 1. Needs Analysis

Private schools generally form study groups (classes) in July or August but not at SMP Muhammadiyah Ahmad Dahlan Metro. In March, SMP Muhammadiyah Ahmad Dahlan Metro closed student admissions. It formed study groups of students so that in March, the number of hours of study has been mapped, thus being able to carry out an analysis of the needs of educators who will then submit them to the Muhammadiyah Elementary and Secondary Education Council (MPDM) Regional Leadership of the Muhammadiyah City of Metro to carry out the recruitment of teaching staff in May-June and in July the selected teaching staff are ready to carry out learning.

#### 2. Recruitment Requirements

Requirements for hiring employees at SMP Muhammadiyah Ahmad Dahlan Metro refer to the Provisions of the Board of Primary and Secondary Education Muhammadiyah Central Leadership Number: 100/KTNI/I.4/F/2017 concerning Staffing at Muhammadiyah Schools, Madrasas, and Islamic Boarding Schools that Requirements for Accepting Employees.

### **Recruitment Methods and Techniques**

The process of recruiting teaching staff at Muhammadiyah Ahmad Dahlan Metro Middle School is still carried out in a naturalistic manner. Namely, the school submits additional teaching and education staff to the foundation. The foundation handles the recruitment process, which is then handed over to the school for selection. The prospective educators and educational staff are selected by schools involving school principals, deputy heads of curriculum, and teachers in the field of study.

Recruitment techniques can be carried out through centralized and decentralized principles, depending on organizational conditions, needs, and the number of potential employees recruited. Centralized techniques are usually carried out centrally at the organization's head office if the number of employees to be recruited is huge with varying qualifications. Meanwhile, the decentralized recruitment technique occurs in relatively small organizations with limited recruitment needs and employs various types of workers within the organization. Recruitment in this way is used for professional, scientific, or administrative positions for an organization.

## Stages of the Selection Process

The selection process, of course, has its mechanism until the applicant or candidate for a new employee is finally appointed as a new employee. The description of the selection stages carried out are as follows:

### 1. Selection Preparation

The planning stage in the selection must be carefully prepared with more specifics. The planning or preparations made before the selection are as follows: establishing the Selection Team, preparing the assessment instruments, and preparing the place and time for the selection.

### 2. Administration Selection

In this administrative selection, applicants must bring complete administrative files or attachments that are required and have been determined by the Board of Education.

### 3. Interviews/Interviews

#### a. Initial interview

The interview is the most widely used technique. Interviews also have high flexibility because they can be applied to all prospective employees, employees, managerial and operational, low-skilled and high-skilled. A job interview is a formal and in-depth conversation conducted to evaluate what is acceptable.

#### b. Knowledge or Insight

This test is conducted to test the applicant's knowledge of various matters and the applicant's view of an issue being discussed. This test is carried out directly, which is tested directly by the team in charge of selecting applicants; this test covers abilities in the world of education, especially an educator and knowledge of Islamic sciences.

#### c. Read the Qur'an and Memorize

At this stage, the test applicants or prospective applicants are asked to read the Qur'an directly in front of the interviewer. Tests for reading and memorizing the Koran are needed because, later, we will educate students in Islamic institutions. There are also some children who have started memorizing the Koran, even though many of the students have not mastered it. That is where educators must be able to read the Koran correctly to guide their students.

#### d. Micro Teaching

Sukirman (2016) said micro-teaching is a learning with one of the approaches or ways to practice teaching performances that are carried out in a "micro" or simplified manner. The simplification here is related to each learning component, for example in terms of time, material, number of students, types of basic teaching skills being trained, use of learning methods and media, and other learning elements.

#### e. Final Interview

The final interview is the final stage of a series of selections conducted at SMP Muhammadiyah Ahmad Dahlan Metro. In this interview, it was conducted by the Chair of the Education Council and the Principal to find out more and directly assess personality, motivation

to apply, purpose of applying and request for salary in the final stages as well as the signing of a work contract between the prospective employee who is accepted and the Organization.

### **Selection/Placement Decision**

For the selection decision to hold a plenary session there will be much debate so much consideration is needed as the added value of the applicant's ability as an educator is the files that the applicant includes in the application letter for example achievements achieved, work experience, and other supporting documents. Members in this plenary consist of the recruitment and selection team, representatives from the Association, and school officials (principal or deputy principal).

In the results of this selection, SMP Muhammadiyah Ahmad Dahlan Metro also emphasized that there is no subjectivity in accepting new teachers, which is often known as nepotism. The Principal of SMP Muhammadiyah Ahmad Dahlan Metro reaffirmed this: In recruiting new teachers at SMP Muhammadiyah Ahmad Dahlan Metro, they do not recognize the nepotism system, etc. We try to be as professional as possible in selecting new employees, but if there is a recommendation but we don't have to accept it, the people who get recommendations must also go through the acceptance selection procedure.

### **CONCLUSION**

Based on the findings of the research results and discussion, the results of this study can be concluded that the implementation of the recruitment and selection of teaching staff at SMP Muhammadiyah Ahmad Dahlan Metro has been carried out by the predetermined stages of recruitment and selection. These stages are the stages of planning, needs analysis, determining requirements, disseminating information on vacancies, selection, and decisions. This is very relevant to the Regulation of Human Resources on Staffing and the hadith narrated by Imam At-Thabrani: "Indeed, Allah loves those of you who, if you do a job, do it in itqon (precise, directed, clear and thorough)."

The selection and placement process was carried out objectively; there was no element of nepotism as happened in Muhammadiyah schools in general. Applicants who meet the qualifications and standards determined by SMP Muhammadiyah Ahmad Dahlan will occupy the formation so that the recruitment of educators finds suitable applicants according to their competence as the philosophy of "The Right Man On The Right Place."

The author's findings which are characteristic of recruitment at SMP Muhammadiyah Ahmad Dahlan Metro are candidates who have a chance to be accepted are applicants who, besides being competent in their field, can also read the Qur'an well, especially having memorized the Qur'an, other skills apart from their field are also considered.

## REFERENCES

- Afrizal. (2015). *Metode Penelitian Kualitatif*. Depok: Rajagrafindo Persada.
- Sholehah, A. R. (2016). Pola Kepemimpinan Perempuan dalam Pengelolaan Yayasan Lembaga Pendidikan. *Tadbir: Jurnal Manajemen Dakwah*, 1(1), 69–84.
- Asopwan, D. (2018). Studi Tentang Akreditasi Dalam Meningkatkan Produktivitas Sekolah. *Indonesian Journal of Education Management and Administration Review*, 2(2), 264–271.
- Aulia, R., & Sontani, U. T. (2018). Pengelolaan Kelas Sebagai Determinan Terhadap Hasil Belajar. *Jurnal Pendidikan Manajemen Perkantoran*, 3(2), 9. <https://doi.org/10.17509/jpm.v3i2.11759>
- Baharun, H. (2016). Manajemen Kinerja dalam Meningkatkan Competitive Advantage pada Lembaga Pendidikan Islam. *Jurnal Ilmu Tarbiyah “ At Tajdid ”*, 5(2), 243–262.
- Basri, B., Ridwan, M., Maudin, M., & Asykur, M. (2022). Madrasah Strategic Management in Improving The Quality of Human Resources. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 6(1), 408–420. <https://doi.org/10.33650/al-tanzim.v6i2.3425>
- Damayanti. (2016). *Sukseh Menjadi Guru*. Yogyakarta: Araska.
- Iskandar, A. (2014). *Mengembangkan Profesionalitas Guru*, Jakarta: Bee Media Pustaka.
- Mariyanti, E., & Afisha, D. (2020). Pengaruh Motivasi Kerja dan Etos Kerja Islam Terhadap Kualitas Pelayanan Hotel Sofyan Inn Rangkayo Basa Kota Padang. *Jurnal Ekonomi Dan Bisnis*, 19(1), 113–126.
- Nata, A (2016). *Manajemen Pendidikan: Mengatasi Kelemahan Pendidikan Islam di Indonesia*. Jakarta: Kencana Prenada Media Group
- Qutni, D., Kristiawan, M., & Fitriani, Y. (2021). Human Resource Management in Improving The Quality of Education. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 2(2), 125–135. <https://doi.org/10.51276/edu.v2i2.132>
- Sa'idu, N. (2021). Difusi Inovasi Manajemen Perubahan Model Kurt Lewin pada Madrasah dengan Pendekatan Prinsip Tringa. *CENDEKIA: Jurnal Ilmu Pengetahuan*, 1(4), 337–347. <https://doi.org/10.51878/cendekia.v1i4.611>
- Sugiyono. (2018). *Metode Penelitian Pendidikan*. Bandung: Alfabeta.
- Syatar, A. (2020). Strengthening Religious Moderation In University: Initiation To Universitas Islam Negeri Alauddin Makassar. *Kuriositas: Media Komunikasi Sosial Dan Keagamaan*, 13(2), 236–248.
- Titin, T., DJ, Y. R., & Azizah, L. N. (2021). Karakteristik Pekerjaan, Quality of Work Life dan Kepuasan Kerja terhadap Organizational Citizenship Behavior (OCB) pada PT Djasa Bahari di Surabaya. *Prosiding Seminar Nasional Ekonomi Dan Bisnis 2021 Universitas Muhammadiyah Jember*, 133–139. <https://doi.org/10.32528/psneb.v0i0.5161>

- Wahid, A. H., Mundiri, A., Najiburrahman, & Muali, C. (2020). Anti radicalism education; amplification of islamic thought and revitalization of the higher education in indonesia. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, (August), 3802–3814.
- Yuliyati, E. (2020). Pengembangan Sumber Daya Manusia Berbasis Total Quality Management Di Smk Muhammadiyah Prambanan. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 4(1), 24–35. <https://doi.org/10.33650/al-tanzim.v4i1.967>
- Yusriadi, Y. (2018). Bureaucratic Reform to the improvement of public services Challenges for Indonesia. *Publikauma: Jurnal Administrasi Publik Universitas Medan Area*, 6(1), 15–29.