



EDUCATOR RECRUITMENT MANAGEMENT IN IMPROVING STUDENT QUALITY AT DWIWARNA PARUNG HIGH SCHOOL

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ABSTRACT

Recruitment management is very important in schools because students need teachers who are professional in the teaching process and can motivate children so as to increase student creativity, increase student innovation and make students successful. The aim of this research is to determine the management of teacher recruitment for the quality of education at Dwiwarna High School, to find out the obstacles in the management of human resource recruitment in improving the quality of education at Dwiwarna High School, to find out the anticipations made in resolving obstacles to the management of teaching staff recruitment in improving the quality of education. at Dwiwarna High School. Qualitative research methods, data collection techniques and procedures: observation, interviews, documentation. The results of research on a series of teacher recruitment processes at Dwiwarna High School are analysis of teaching staff needs, recruitment strategies, recruitment media, receiving application files, file selection, interviews, micro teaching, announcements and placements. Obstacles in the recruitment of teaching staff will of course be experienced in line with competitors of other institutions that have superior school quality and must be anticipated by improving the quality of education, infrastructure and values stated in school accreditation so that prospective teaching staff see and are also interested. to apply to Dwiwarna Parung High School.

Keywords: Management, Recruitment, Educator, Teacher Innovative, High School

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INTRODUCTION

Student quality management is needed to increase the effectiveness of student quality in an organization. There are several ways that can be used to improve the effectiveness of student quality. One method that can be used to increase the effectiveness of Human Resources is recruitment. With recruitment, an organization can select someone who meets the existing criteria to fill the required position. In the current era of globalization, Human Resources (HR) is important in achieving goals, therefore the company expects good performance from each employee in carrying

out the tasks assigned by the company; therefore, the company must place employees according to their expertise in occupying his position. That way, companies must carry out recruitment as optimistically as possible to achieve the goals set by the company ([Sutrisno Edi 2009: 99](#)).

Recruitment is a process of searching, finding and attracting. Prospective employees to be employed in and by the organization ([Mujiati Komang, 2012: 57](#)). Failure to recruit will be an obstacle to the process of achieving company goals. Thus, the recruitment process must be truly carried out, because it involves a long-term process for the workforce. The importance of this recruitment is besides implementing "the right man on the right place" high workforce. The height of the floor "run over" The workforce provides an indication of the low quality of company management in carrying out its functions.

So, this recruitment is really needed to attract applicants to fill existing vacancies, so that the company has new members who are competent in their fields. This is needed to make the company even better than before, so that the company can continue to exist and can compete with other companies. Therefore, recruitment is an important process to be able to attract workers who match the criteria desired by the company.

Therefore, company management must be able to understand how to best recruit and select workers from different backgrounds, skills and abilities so that employees can work according to the skills and type of work given. Based on the results of the researchers' research, schools show that there are several stages in recruiting workers. Recruitment systematics start from information for recipients of more internal workforce (company employees). Practices that occur in the field show that recruitment prioritizes family or kinship relationships.

From the employee selection process, HR prioritizes attractive appearance, easy communication with students and knowledge of religion, so that the workforce has an honest and responsible nature so that personnel can entrust the work to the workforce, while educational background is not really a consideration for the school in Dwiwarna High School workforce recruitment (*Boarding School*) adapting the National Curriculum combined with religious programs which are the advantages of boarding schools. Dwiwarna High School (*Boarding School*) in the 2013/2014 academic year, it became one of the private schools selected to be the Pioneer in Implementing the 2013 Curriculum and was designated as a "Referral School" by the Ministry of Education and Culture. In the 2021/2022 academic year, Dwiwarna High School was again selected as one of the Driving Schools by the Ministry of Education, Culture, Research and Selection. As a "Driver School", Dwiwarna High School is a pilot school that implements the latest curriculum, namely the "Independent Curriculum".

Based on the results of the author's observations and interviews with the Principal of Dwiwarna Parung High School and the Deputy Principal of Dwiwarna Parung High School, it can be concluded that the management of teaching staff recruitment in improving the quality of students at Dwiwarna Parung High School starts from an analysis of the needs of teaching staff. By analyzing the needs of educators, you can find out what subjects are vacant to be placed in new teaching staff, then carry out a recruitment strategy by selecting several formal and informal files. Starting from diplomas, CVs, and curriculum vitae, this is useful for introducing prospective educational staff to what kind of background they have. Apart from that, improving the quality of students is very necessary to support the recruitment of teaching staff. Then next are interviews with prospective teaching staff. This aims to get to know more between recruiters and prospective teaching staff. The next stage is the announcement to be submitted for the second file selection, this is for administrative needs at the school. After completing the file selection, prospective teaching staff will be tested for their teaching abilities or what is usually called *microteaching*. If this process has been carried out administratively and approved by the recruiter, the prospective teaching staff is considered to have passed and will be placed in Dwiwarna High School.

METHODS

This research uses a qualitative approach method, namely systematic research that is used to study or examine an object in a natural setting without any manipulation therein and without testing hypotheses about the observed phenomena. Thus, this research report contains data excerpts to create an overview of the presentation of the report and this data can come from manuscripts, interviews, field notes, photos, personal documents, or other official documents. This research is field research, namely a qualitative research method carried out in a place or location in the field. Data obtained from qualitative research such as observation results, interview results, photography results, written excerpts from documents, field notes compiled by researchers at the research location, are not expressed in statistical form and numbers. Qualitative methods are research procedures that produce data in the form of written or spoken words from people and observable behavior directed at the setting and the individual as a whole.

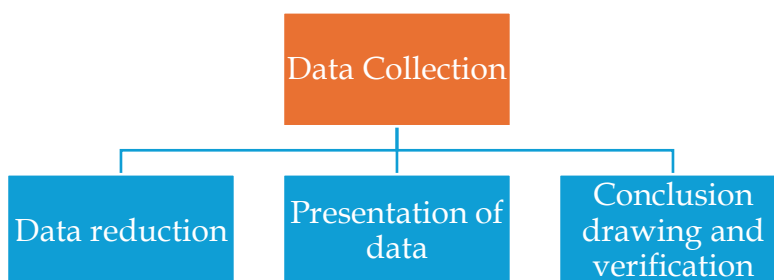


Table 3.2 data analysis components

RESULTS AND DISCUSSION

Educator recruitment is a series of activities to search for, select and recruit educators who have competencies in accordance with what is needed by the school. Recruitment of educators must be carried out by competent people, people who understand the needs of the school. For example, the recruitment carried out at Dwiwarna High School was carried out in collaboration between Dwiwarna High School management (principal, deputy principal for curriculum, deputy principal for student affairs and deputy principal for HR) and the HR department at Dwiwarna High School. As said by the Principal of Dwiwarna Parung High School, Mrs. Retno Anggarini, the series of educator recruitment processes at Dwiwarna High School include: Educator Needs Analysis, Recruitment Strategy, Recruitment Media: Distribute Flyers via web, social media, Banners, Television Media, Newspapers, Acceptance of Application Files, File Selection, Interviews, Micro Teaching, Announcements, Placements, Improving Student Quality with Tendik Recruitment Management The series of educator recruitment processes at Dwiwarna High School are: analysis of teaching staff needs, recruitment strategy, recruitment media: distributing flyers via the web, social media, banners, television media, newspapers, receiving application documents, file selection, interviews, micro teaching, announcements, placements, improving the quality of students with staff recruitment management.

Recruitment Strategy

The next preparation is the recruitment strategy, namely, The Dwiwarna High School management team (principal, deputy principal for curriculum, deputy principal for student affairs and deputy principal for HR) and the HR department of Dwiwarna High School each have main tasks, one of the main tasks is recruiting. Starting from recruiting educators, teaching staff to housekeeping staff (cleaners). The main objective of the educator recruitment process is to get the right teaching staff in a particular position so that they are able to work optimally and can stay at the school for a long period of time, from first being appointed as a contract employee until they are appointed as a permanent employee. The educator recruitment process is one of the factors that determines whether or not school goals are achieved. Good and qualified educators (having high motivation and commitment, improving competence and performance abilities, and carrying out teaching activities as well as possible to achieve better results), certainly cannot be obtained from haphazard recruitment (without careful planning). but rather from the results of good and quality recruitment. The factors that allow recruitment to take place in an organization include the establishment of a new organization, the expansion of organizational activities, the creation of new jobs, workers who quit and are laid off, workers who retire and workers who die. Likewise in educational organizations, as stated by Gomes in Candra Wijaya, recruitment can be held because of the establishment of a new educational institution, the addition of classes,

the expansion of student activities (extra-curricular), the existence of new jobs in an educational institution (piano teacher, angklung educators and so on), there are educators or teaching staff who move, there are educators or teaching staff who quit, there are educators or teaching staff who enter retirement age and there are educators or teaching staff who die. Planning activities for the recruitment of new educators at Dwiwarna High School begin to be carried out as the new school year approaches, namely before the even semester assessment, the Dwiwarna High School management team (principal, deputy principal for curriculum, deputy principal for student affairs and deputy principal for HR) will hold annual meeting. At the meeting, an analysis of the needs of educators for the next academic year was carried out, namely by looking at the ratio of students to the number of existing educators.

Recruitment Media

In general, there are 2 methods for recruiting Dwiwarna High School teaching staff, namely open and closed methods. In the open method, namely the method used by recruitment to inform widely through many advertising media. This open method will open up opportunities for people from outside to apply to become educators at Dwiwarna High School. The more people who apply, the greater the opportunity to get qualified educators according to what the school needs. The closed method will speed up the recruitment process and reduce costs and can open up opportunities for other employees who have the competence to fill the position, for example administrative employees can be appointed as assistant teachers. The recruitment method used in every educator recruitment at Dwiwarna High School is an open method and sources come from external Dwiwarna High School, with the aim of opening as many opportunities as possible for prospective educators who wish to join Dwiwarna High School. One of the advantages of recruitment using the open method is many potential applicants. The more people who register or send applications, the greater the opportunity to get qualified educators who are in line with what the school wants.

Acceptance of application documents

Globally, educator recruitment and employee recruitment are generally the same, both from the files or documents that must be prepared, such as final diploma, grade transcript, birth certificate, KTP, application letter, certificate of good behavior and health certificate, as well as the selection and interview stages. The planning and needs analysis process is basically the same and there is no difference in the recruitment of educators and employees in general, only for the recruitment of educators they must have a minimum of a bachelor's degree in accordance with the field of education required, for example, a homeroom teacher is required, so the diploma must be a bachelor's degree in education. In general, the sessions and tests for recruiting educators and employees are also similar, namely starting with file selection, psychological tests and interviews. For educator recruitment there will be

additional tests, namely microteaching, teaching practice in front of students. There are other differences, such as, prospective educators who pass recruitment are prospective educators who have good educational competencies. Vice versa, prospective employees who pass recruitment are prospective employees who have competencies in accordance with the position currently required. The following is an example of an application.

File Selection

The selection of prospective educators at SMA Dwiwarna is divided into three stages, the first is the selection of materials or documents which are requirements for prospective educators, the second is interviews and psychological tests which are handled directly by the SMA Dwiwarna section and the third is interviews, Al-Qur'an reading tests and micro teaching. This entire series of selections must be taken by every prospective educator who is interested in becoming an educator at Dwiwarna High School, even if that person is a recommendation from the head of Dwiwarna High School, a recommendation from the principal of Dwiwarna High School or a recommendation from one of the educators at Dwiwarna High School. Every prospective educator who registers is asked to send requirements to the Dwiwarna SMA HR department email or upload them on the website www.jobs.id. Every application received is immediately checked for the completion of the documents by the HR department of SMA Dwiwarna.

Interview

Prospective educators who have passed the file selection will be invited by the Dwiwarna High School department via email and WhatsApp, in order to carry out psychological tests and interviews. The things that Dwiwarna High School's HR department really pays attention to when interviewing are morals, work enthusiasm and smoking or not. Interviews are a very important part of recruitment, because through interviews you will know your character, background and work enthusiasm directly. The aim of conducting interviews is to collect complete, fair and accurate information. Therefore, the person conducting the interview must be truly expert and have the competence to interview. This information gathering process cannot be taken lightly, apart from preparing questions, you also have to choose and sort which information to take and which to discard. Apart from selecting and sorting the information you hear; you must also be able to ensure that the information you take can be accounted for and can be tested for its truth. The interview process carried out by the HR department of SMA Dwiwarna and carried out by the SMA Dwiwarna management team (principal, deputy principal for curriculum, deputy principal for student affairs and deputy principal for HR) has not been carried out properly, namely when conducting interviews there were no using an interview guide. Interviews are conducted directly with no table of questions or list of points that will be explored during the interview (unstructured interviews), so that the questions asked to prospective educators are asked according to the perception of

the questioner (spontaneity). An interview process like this is certainly far from professional, it looks like there is no preparation.

Microteaching

Micro teaching is one of the tests that must be taken for prospective educators who are interested in becoming educators at Dwiwarna High School. Micro teaching is one of the tests that must be taken for prospective educators. Micro teaching functions to determine the quality of prospective educators when teaching. qualifications as an educator at Dwiwarna High School or not. The practice of micro teaching is actually already familiar to prospective educators, because micro teaching is one of the mandatory courses that teacher education students must take. Micro teaching learning is given to every education and teacher training student with the aim of ensuring that prospective educators are able to fully face the teaching work in the classroom by having the knowledge, skills, abilities and attitudes as a professional teacher. So, the aspects that are assessed when carrying out micro teaching are mastery of the material, learning methods, learning strategies, use of learning materials and media, as well as classroom and student management.

Announcement

There are deficiencies in the process of making and distributing announcements, stage I interviews and psychological tests carried out by the HR department of SMA Dwiwarna, namely the absence of a committee. Likewise, with the Dwiwarna High School management team, everything is done and carried out by members who have free time or are not busy. Even though all of them have competence in these fields, it would be better to form a special committee, so that the recruitment process is truly carried out professionally and will get professional educators too. After being decided by the Dwiwarna High School management team (Principal, Deputy Principal for Curriculum, Deputy Principal for Student Affairs and Deputy Principal for Human Resources), regarding the number of educators needed, educator positions, educator criteria, educator requirements, test times, test announcements and test site.

Placement

The placement of human resources in an educational institution is important so it must be done correctly, in the right position and designed to achieve maximum efficiency and results in accordance with previously determined plans. The human resource placement system must be designed in such a way that the workforce components must be arranged in several blends or combinations to achieve the expected goals. Detailed instructions must be prepared to describe the tasks, jobs, responsibilities that will be the burden on human resources that will be determined. Siswanto is of the opinion that before an agency or institutions place existing human resources, a human resource placement plan should first be made. Includes how many workers are needed, where the workers will be placed, and what position requirements must be met by the human resources concerned to be able to occupy

that position. After this plan, the input in the form of prospective workers and other supporting information is processed through processing tools in the form of selection, tests relating to suitability of knowledge, skill abilities, as well as the experience that the candidate has with the planned placement position. After everything is finished, an output will be obtained, namely a decision on the placement of human resources. Factors that influence the placement of human resources at Dwiwarna High School are knowledge, skills and experience. The purpose of placing Human Resources is to place Human Resources as an element of work implementation in positions that comply with the following criteria: Ability, Skills, Expertise.

Improving Student Quality with Educator Recruitment Management

The results of a series of selections, starting from document selection, continued with interviews and psychological tests with the HR department of SMA Dwiwarna and finally continued with interviews, Al-Qur'an reading tests and micro teaching with the SMA Dwiwarna management team (principal, deputy principal for curriculum, deputy principal for student affairs and deputy principal for human resources) will be discussed at the level of their respective fields.

Dwiwarna High School's HR department will hold discussions with its members to discuss the results of file or document tests, psychological tests and interviews that have been carried out. Likewise, the Dwiwarna High School management team will hold deliberations with its members, to discuss the results of interview tests, micro teaching and Al-Qur'an reading ability tests that have been carried out. The Dwiwarna High School management team cannot immediately decide which prospective educators will or will not be accepted as educators at Dwiwarna High School, without deliberation with the HR department of Dwiwarna High School. Vice versa, the Human Resources Department of Dwiwarna High School cannot directly decide who is accepted or not accepted as an educator at Dwiwarna High School without deliberation with the Dwiwarna High School Management team. Deliberation is an activity that involves several people to express opinions in order to solve problems or find solutions together by producing a joint agreement. Conducting deliberations every time a decision is made or making a policy is carried out by the Dwiwarna High School management team and the Dwiwarna High School HR department, is a way of which is good and must be maintained. Decisions regarding which prospective educators are accepted, and which prospective educators are not accepted as educators in high school.

Barriers to Educator Recruitment Management

Based on Law No. 20 of 2003 concerning the National Education System, it is stated that education is an effort carried out consciously and planned to realize a learning process and build a learning atmosphere so that students are active in developing their potential. To be able to create active students, milestones are needed, such as

educators or teachers who have good qualities and qualifications in providing learning. Sometimes the condition of the teaching staff is uneven, and they do not have good competencies, which will have an impact on learning activities resulting in students being less active and thinking critically. and the criteria for teaching completeness are difficult to fulfill, this is in line with this research in looking at the obstacles and solutions in implementing management of teaching staff recruitment. The findings in this research are related to obstacles in implementing teaching staff recruitment in improving the quality of Dwiwarna High School. In an interview with the Principal of Dwiwarna Parung High School, Mrs. Retno Anggarini, it was found that there were applicants who had personalities that did not match the qualifications set by Dwiwarna High School and did not pass the selection process, so they were declared unable to join Dwiwarna High School, so the solution given was to drop out. the applicant.

CONCLUSION

The educator recruitment process at Dwiwarna High School consists of several stages, including analysis of the needs of teaching staff, recruitment strategies, distribution of recruitment media, interviews, Micro Teaching, and placement of teaching staff. The quality of students at Dwiwarna High School after the recruitment management of teaching staff is getting better every day, there are many new innovations brought about by new teaching staff which create a window of insight into the world. Not only that, but there are also many superior achievements at Dwiwarna High School, starting from academic and non-academic fields. The obstacles and solutions in the implementation of Educator Recruitment Management are that there are several applicants who do not match the criteria with existing qualifications, according to existing procedures they will be declared as not passing. The solution to this is to repeatedly check the application file administration process.

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