
HUMAN RESOURCE MANAGEMENT: ANALYSIS OF TEACHER RECRUITMENT STRATEGIES

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Abstract

This study delves into the recruitment strategies of teachers within the framework of human resource management. Utilizing the Systematic Literature Review (SLR) approach, the research involves a review and identification of journal literature following established procedures. Journal articles are sourced from Google Scholar and Publish or Perish. Data collection follows the Population, Intervention, Comparison, and Outcome (PICO) method. The research findings reveal variations in teacher recruitment strategies, highlighting the complexity of approaches used by various educational institutions. The implications of these findings can offer further insights for the development of effective policies and practices in teacher recruitment within the context of human resource management in the field of education.

Keywords : Analisis, Strategi, Rekrutmen.

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Introduction

Education plays a crucial role in shaping a competitive and outstanding generation, with educators or teachers being the primary pillars [1]. The role of teachers as the main driving force in the education process cannot be underestimated. One of the aspects in the education system is the teaching staff and education. Teaching staff and education in the education process play a significant role, especially in the effort to shape the nation's character by developing the values and characteristics to be achieved[2]. In terms of learning, the role of teachers in schools is dominant and cannot be replaced even though the era of technology has taken over the world. This is due to the various dimensions of the learning and education process that teachers play, which cannot be replaced by technology[3]. Their function cannot be entirely eliminated as educators and guides for learners.

Academics and the general public believe that teachers are the key to successful learning in the classroom. Technological advances in learning will not be able to replace the presence of teachers[4]. Although the quality of learning depends on the quality of elements related to the learning process. Elements related to the learning process include the curriculum, teachers, students, supporting facilities, and infrastructure, as well as the school principal as a leader[5]. But the teacher becomes the most crucial factor

because each component related to the learning process has its own role and function, interrelated with the aim of improving the quality of learning.

To enhance the quality of learning, management is needed in the management of education in schools, which is well-organized by developing appropriate goals, missions, and visions[6]. Many schools have teachers with good quality, excellent facilities and infrastructure, and students with above-average quality, but still fail to make the school a quality institution. This is due to the lack of clear goals, missions, and visions, and the difficulty of creating a well-communicating teamwork, hence the need for management[7].

Management is the process of planning, organizing, directing, and controlling resources (including human, financial, physical, and informational) in an organization to achieve predetermined goals. It involves decision-making, strategic planning, resource allocation, and coordination of various activities so that the organization's objectives can be achieved efficiently and effectively[8]. One of the divisions of management is human resource management (HRM), which deals with the management of aspects related to the workforce or employees in an organization. This includes workforce planning, recruitment, selection, training, development, compensation, performance evaluation, and labor relations policies. Human resource management aims to ensure that the organization has a quality, skilled, and motivated workforce to achieve corporate goals[9].

Human resource management in education is an approach or discipline of management that focuses on managing aspects related to educators and support staff in educational institutions. This includes planning and managing the needs of educators, the recruitment process, selection, professional development, performance evaluation, and managing relationships among education staff. Human resource management in the educational context aims to create a conducive working environment, improve teaching quality, and support the overall achievement of educational goals[10].

Human resource management in education, especially recruitment and selection, is crucial. Every school must carry out recruitment and selection, whether internal or external, to fill specific positions or positions. Through the recruitment of qualified and competitive human resources, education can be obtained. Recruitment is a process that involves a series of activities to attract, select, and place qualified individuals according to the needs of an organization or institution. In general, recruitment involves identifying potential human resources, both internal and external to the organization, with the aim of meeting labor needs and ensuring that recruited individuals have qualifications suitable for the available positions. This process includes announcing vacancies, receiving applications, selecting candidates, and finally placing or appointing them to the desired position. Recruitment is a critical step in human resource management to achieve organizational goals. Recruitment is an essential early step

because it is the basis for the success of human resource management functions. Recruitment can improve organizational performance[11].

To manage human resources, school principals and personnel departments need to select and recruit teachers and other educational staff effectively. To have quality in education, schools need to recruit educators who are not only filling vacant positions but also have expertise and high dedication. It is crucial because the main element of a quality institution is human resources[12].

Educators become the key to the success of education in schools. The position and role held by educators are crucial in the implementation of education. Through the proper and good implementation of recruitment, schools need to obtain educators based on criteria determined by the school. Because this will affect the implementation of the school's programs, if human resources are not competent, the result is failure. Therefore, from these problems, an analysis of teacher recruitment strategies is needed so that the above failures do not occur.

Methods

In this research, the researcher utilized the Systematic Literature Review (SLR) method, also known as Systematic Literature Review[13]. SLR is a method that employs a systematic approach to identify, assess, and evaluate findings from available research, which are then interpreted. To employ this method, the researcher conducted a review and identification of relevant journals according to established procedures. The method of collecting journal articles was derived from Google Scholar and Publish or Perish. The data collection method for the articles used the Population, Intervention, Comparison, and Outcome (PICO) approach, with keywords related to teacher recruitment strategies and analysis strategy recruitment within the timeframe of 2023. From various collected articles, the researcher selected 20 articles that were relevant to the specified keywords. Subsequently, these articles were categorized to facilitate further examination[14].

Results and Discussion

Analysis of Teacher Recruitment Strategies is a part of Human Resource Management in an organization that holds significance as a determinant of the organization's success. Because teacher recruitment is a key pillar for the advancement of schools. It involves not only teachers but also education staff. The analysis of teacher recruitment strategies is necessary to find teachers who meet the criteria required by the school[9].

Subsequently, the insights from this teacher strategy analysis can be implemented by schools to acquire the needed teachers in line with the school's vision, mission, and objectives. This is crucial as teachers play a pivotal role as executors of the programs that will be implemented.

The data on the analysis of teacher recruitment strategies were obtained, then analyzed, summarized, and organized into the table below. The articles identified based on the keywords are as follows.

Table 1 : Riview Article.

No	Researcher	Journal	Title	Conclusion
1.	Dian Adelia et al., 2023[15]	Al Fahim Jurnal Manajemen Pendidikan Islam	: Recruitment Strategies for Educators and Education Personnel in Job Placement at Al-Islam Vocational School Surakarta.	<p>1) The recruitment strategy for educators and educational staff, as well as job placement at Al-Islam Vocational School Surakarta, involves internal and external promotion, followed by several selection stages, including administrative tests, interviews, and teaching tests in the classroom (microteaching).</p> <p>2) The school plays a role in the implementation of this recruitment and selection process as a provider of human resources, which is then handed over to the foundation for further evaluation.</p> <p>3) The placement of educators and education staff is adjusted based on educational background, work experience, and relevant expertise, ensuring that educators and education staff can perform their assigned tasks optimally.</p>
2.	Aldino & Murtafiah, 2023[2]	Unisan Jurnal Manajemen Pendidikan	: The Role of Teacher Recruitment and Selection Strategies in Teacher Quality	The initial stage of implementation aligns with the recruitment process since the first phase involves identifying the necessary needs for prospective educators, followed by confirming any vacancies through various media channels. The second step involves administrative selection conducted by the school, encompassing the evaluation of application documents submitted by prospective educators to determine compliance with the specified requirements. The recruitment process at MTs Negeri 1 Lampung Utara includes an interview and teaching test for middle school educators. However, it's worth noting that these recruitment and selection activities are not necessarily conducted every academic year but rather based on the school's specific needs.

3. Fauzi, 2023 [16]	EUSIANA Jurnal Manajemen dan Pendidikan Islam	: The Principal's Strategies in the Teacher Recruitment Process at Nahdatul Ulama' Elementary School in Sumput, Sidoarjo.	The research results indicate that the school principal forms a development team responsible for the process of recruiting new teachers, starting from preparation, dissemination of announcements for new teacher recruitment, acceptance of new teacher applications, and completion of the applicant selection. Supporting factors in the teacher recruitment process include facilities, collaboration, human resources, and alumni communication forums. Meanwhile, inhibiting factors include a lack of coordination and responsibility.
4. Nazil, 2023 [17]	Continuous Education Journal Science and Research	: Recruitment and Selection Strategies for Educators to Enhance the Quality of Education in the Amanatul Ummah International Standard Madrasah (MBI).	Recruitment and selection strategies for educators to enhance the quality of education at the Amanatul Ummah International Standard Madrasah (MBI) in Pacet, Mojokerto. The research findings indicate that: 1) The recruitment process at MBI Amanatul Ummah Pacet, Mojokerto, is conducted through the deputy coordinator for teaching and personnel, who opens job vacancies or potential educators through a word-of-mouth system, meaning directly informing senior teachers to prepare new educators according to the needs of the subjects to be taught. 2) The implementation process of recruitment strategies includes written tests, yellow book reading tests, spirituality tests, Quran reading tests, following the procedures prepared by the teaching staff. The recruitment strategy process at MBI Amanatul Ummah prioritizes the main goal of selecting qualified, integral, and Ahlu Sunnah wal Jama'ah-oriented educators. 3) The evaluation process of the recruitment activities at MBI Amanatul Ummah Pacet, Mojokerto, did not encounter obstacles.
5. Hasanah et al.,2023 [18]	Jurnal Dinamika Wacana	: Recruitment and Selection Criteria for	The results of this research indicate that in the recruitment process for prospective educators at As-

Mahasiswa Berparadigma	Educators at As-Sa'adiyah Islamic Boarding School in Samarinda.	Sa'adiyah Islamic Boarding School, the Foundation does not conduct an open recruitment process. Instead, the process is carried out through a familial system, where prospective teachers are invited to join the teaching staff through connections with Ustadz, Ustadzah, educators, staff of the Islamic boarding school, and/or prominent alumni of the boarding school. However, competency standards in their respective fields are still maintained.
6. Jannah & Mufidah, 2022 [19]	Recruitment and Selection Management of Arabic Language Teachers at Darul Mubarak Curup Girls' Quranic Boarding School (DMC).	Teacher recruitment results at Pondok Tahfidz Putri Darul Mubarak Curup are conducted annually due to the need for new teachers, in conjunction with the rising student enrollment. This is attributed to the rapid growth of Pondok Tahfidz Putri Curup, which experiences an increasing number of students each year. The continuous improvement of the school through innovation and change has garnered increased demand and recognition from the community.
7. Wulandari, 2023 [20]	Lensa	Analysis of the Recruitment and Selection Process for Civil Servant Candidates in Indonesia. The results of this study indicate that the recruitment and selection process for Civil Servant Candidates (CASN) in several provinces in Indonesia is not running smoothly, as cases of fraud have been detected, as seen in Central Sulawesi, South Sulawesi, West Sulawesi, Southeast Sulawesi, and Lampung. Despite the use of the Computer Assisted Test (CAT) system in the CASN 2021 selection process aimed at minimizing irregularities, instances of malpractice were still identified during the CASN 2021 selection.
8. Agia Sudrajat, [21]	& SPP : Sanskara Pendidikan dan pengajaran	Recruitment System for Educational Personnel. From the results found in the field through the sources of information, it has been identified that International Education Training Center located in the Serang area of Banten conducts recruitment through the distribution of brochures via social media. The

			process involves the acceptance of prospective educators, the selection of educators, and the announcement of successful educators who will be part of the International Education Training Center in the Serang area of Banten.
9. Mahardhika et al., 2023 [22]	World Management	Recruitment of Prospective Teachers for Integrated Elementary School Amaanatul Ummah Ponorogo as the Actualization of National Education Law No. 20 of 2003 Regarding Educators and Educational Personnel.	This research finds that the recruitment and selection of prospective teachers constitute the actualization of National Education Law No. 20 of 2003 regarding educators and educational personnel. Considering that an educator is a crucial element for the continuity of education and its institutions, the quality of education and the institution is significantly influenced by the educators. Undoubtedly, the quality of students as the output, the quality of education, and the quality of the institution are all interconnected in a chain that is tied to the quality of its educators. Therefore, educational institutions need to pay significant attention to the recruitment and selection of teachers as the actualization of National Education Law No. 20 of 2003 regarding educators and educational personnel.
10 Yasir, 2023 [23]	Jurnal Pendidikan penggerak	Human Resources (Teacher) Recruitment System at Insan Qur'ani Islamic Junior High School (MTsS).	The research results indicate that MTsS Insan Qur'ani implements a holistic approach in teacher recruitment, considering not only academic expertise but also Islamic values, professional ethics, and interpersonal skills. This recruitment process is directed to ensure that every selected teacher is committed to supporting the institution's vision and mission.

Based on the research conducted, as outlined in the table, it is evident that each school employs different strategies. For instance, SMK Al Islam Surakarta states that their strategy involves both internal and external promotions, followed by several selection stages, including administrative tests, interviews, and teaching demonstrations in the classroom[24]. The school's role in the implementation of recruitment and selection includes specific assignments to assess and create a selection rundown. This

strategy is commonly utilized in schools not affiliated with Islamic institutions, covering levels from elementary to tertiary education[15].

Conversely, Islamic boarding schools implement a teacher recruitment system with an internal selection approach, often involving their own alumni who are familiar with the governance of the boarding school[19]. They become part of the selection process due to their understanding of the system and values applied within the boarding school. Analyzing teacher recruitment strategies is crucial, as it serves as a primary pillar in selecting and placing educational personnel who will contribute to the development of a school. It also plays a significant role in assembling educators capable of advancing the school's vision, mission, and objectives[25].

Conclusion

In conclusion, education plays a pivotal role in shaping a competitive and exceptional generation, and teachers are the primary pillars in this process. The role of teachers is crucial in developing the values and characteristics essential for shaping the nation's character. Despite technological advancements, the role of teachers in schools remains dominant, as they contribute significantly to various dimensions of the learning and education process.

Moreover, teachers are considered key to successful learning in the classroom, and their presence cannot be replaced by technological advancements alone. While various elements contribute to the quality of education, teachers play the most crucial role in achieving organizational goals. Effective management, particularly human resource management, is vital for ensuring that the organization has a quality, skilled, and motivated workforce.

In the context of education, human resource management focuses on managing educators and support staff. Teacher recruitment, a critical aspect of human resource management, involves a systematic process to attract, select, and place qualified individuals. The quality of human resources, especially educators, is essential for the success of educational institutions.

The analysis of teacher recruitment strategies is necessary to acquire educators based on criteria determined by the school. Different schools employ varying strategies, such as internal and external promotions, interviews, and demonstrations, depending on their affiliations and educational levels. Islamic boarding schools often rely on internal selection involving their alumni who understand the institution's values and governance.

In summary, teacher recruitment is a fundamental step in human resource management, influencing the success and quality of educational institutions. The implementation of effective recruitment strategies ensures that educators align with the school's vision and contribute optimally to the learning and development process.

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