Improving Educator Recruitment Management in Primary and Secondary Education Institutions

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ABSTRACT

Recruiting educators is important to be carried out effectively and efficiently. The ineffectiveness of the recruitment process will have an impact on educational institutions obtaining poor educators. This research aims to study developing the educator recruitment management process based on POAC process management. The research method used in this research is the SLR (Systematic Literature Review) method. Data collection was carried out by documenting and reviewing all articles related to recruitment management in the period 2017-2022. The articles used in this study were ten articles obtained from Google, Scholar, Research Gate, SINTA, DOAJ, and Scopus. Based on the research, a recruitment management framework is referred to as the POAC cycle. Recruitment activities begin with planning activities starting from needs analysis and selection of recruitment methods. Organizing activities include the establishment of a recruitment implementation committee, which is responsible for determining the requirements of prospective educators, registration procedures, recruitment schedules, and preparation of examination materials. Actuating activities include the publication of vacancy information for the selection process of prospective teaching staff. Controlling activities are carried out to analyze the suitability between planning and implementation, the results achieved in recruitment activities, to supervise so that no deviations occur during the recruitment process, and can be carried out to develop the management of the recruitment process in the future. A series of activities above are carried out repeatedly into a cycle that aims to always lead to improvement.

KEYWORDS: *Recruitment Management, Educators, POAC, Systematic Literature Review.*

Introduction

Human Resource Management (HRM) is a process that deals with a problem within the scope of employees who function as supporting activities in an organization or institution to achieve a goal that has been determined in management. This process involves identifying needs, planning, training, career development, and providing incentives. Human resource management is also known as HR management. HR management has changed its function from having a stand-alone function to being integrated with different management within the organization or institution, aiming to realize predetermined goals (Badaruddin & Fatmasari, 2020).

One of the HR management functions in an institution is recruitment management, in this activity aims to attract professionals to join the institution. The main objective of the recruitment process is to get the right human resources or educators (teachers) for a particular position so that the person can work optimally and stay at school for a long time (Nikmah et al., 2018). Recruiting educators usually

starts with the announcement of job vacancies in print or online media. The published vacancies will include specific and detailed requirements such as minimum education, work experience, and other requirements. One importance of recruitment management is to select teachers who match the qualifications and needs of the school. In addition, the recruitment process can also improve the quality of education because only qualified teachers will be hired (Aziz et al., 2017).

There are still educational institutions that pay less attention to recruitment activities by allocating minimal funds so that recruitment is limited to people within the school environment, both relatives of neighbors of teachers and staff who already work at the school (Arifa, 2020). In addition to allocating minimal funds, some institutions fully submit the recruitment process to third parties, which in its implementation is not optimal because third parties need to know in detail the internal needs of the institution (Titisari & Ikhwan, 2021).

Educators are one of the most important assets in the world of education. They play an important role in teaching and inspiring students to achieve academic success. Therefore, recruiting educators must be done properly so that the right people are chosen to fulfill educational needs. In this article, we will discuss the development of educator recruitment management using the POAC (Planning, Organizing, Actuating, and Controlling) theory approach

Methods

This article was prepared using the Systematic Literature Review (SLR) method. The SLR method is carried out by reviewing and identifying articles published in scientific journals in a structured manner. The review steps are carried out according to what has been determined (Triandini et al., 2019). In this article, the author identifies, studies, evaluates, and interprets a topic from previous research publications. In this article, the author collects articles from journals indexed on Google Scholar, SINTA, and Scopus. The keywords used are Educator Recruitment Management and Education Quality which are limited to the publishing period from 2017 to 2022. From various articles, the author selected a total of 10 articles that were closely related to the keywords used. In the next step, researchers categorized articles related to implementing educator recruitment management to improve the quality of education.

Result

Recruitment Management is an activity that aims to attract professionals to join the institution. Several studies have focused on examining the implementation of recruitment management in educational institutions. Recruitment activities start with Educator Recruitment Planning, Implementation of Educator Recruitment, Supervision of Educator Recruitment Implementation, Evaluation of Educator Recruitment, and Educator Recruitment Results.

Through the recruitment activities of the Education Institution, the first step is to get a qualified educator, and good recruitment management will impact the input of qualified educators (Aziz et al., 2017). Articles reviewed based on the Google Scholar, SINTA, and Scopus search engines found the following articles:

**Tabel 1. Search results related to the article Recruitment Management of teaching staff at Education Institution**.

Author	Journal/Proceedings	Title	Result
(A'yun et al., 2019)	Jurnal Pendidikan : Teori, Penelitian, dan Pengembangan	Recruitment of High School Educators	"Recruitment activities carried out by the committee are publishing vacancies, checking all the completeness that must be included with the application data whether it can support applicants to pass the

			file selection. Selection tests given to prospective new educators in schools with psychological tests, health, micro teaching, interviews, reading the Koran tests".
(Pujiantari & Dwi, 2022)	PALAPA-JURNAL Studi Keislaman dan Ilmu Pendidikan	Analysis of Teacher Planning and Recruitment at the Central Lombok District Education Office	In the process of planning the human resources of educators, the Central Lombok District Education Office carries out several important stages that are carried out regularly and planned, including: 1. evaluation and analysis through basic education data (Dapodik) to determine the need for the number of teachers. 2. Mapping the shortage of teachers at each school level. 3. Continuing to coordinate with the Education Office to propose teacher shortages.
(Lisnandari, 2018)	Jurnal Islamic Education Manajemen	Management of Educator Recruitment in Madrasah Aliyah	The implementation of new teacher recruitment at Madrasah Aliyah Al-Inaayah is divided into several stages including: Educator Recruitment Planning, Implementation of Educator Recruitment, Supervision of Educator Recruitment Implementation, Evaluation of Educator Recruitment, Results of Educator Recruitment.
(Titisari & Ikhwan, 2021)	Millenia Titisari, Khairul Ikhwan	Recruitment and Selection Process: Potential Ineffectiveness and its Factors	"The source of the ineffectiveness of the recruitment and selection process occurs due to strategic failures, especially in the HR procurement strategy where this strategy consists of compliance with ethics and regulations and the implementation of POAC management theory (Planning, Organizing, Actuating and Controlling). In addition, the ineffectiveness of the recruitment process is also caused by the takeover of the role in the recruitment and selection process by third parties, so that the role of the organization is weak and can allow the mismatch of

			applicants with organizational needs. which has an impact on job maatching of prospective employees who are not appropriate because the organization is negligent in monitoring and evaluating the implementation of the recruitment and selection process ".
(Arifa, 2020)	Jurnal ISEMA : Islamic Educational Management	Implementation of Educator Recruitment Management in Improving the Quality of Education at Madrasah Aliyah Al-Mukhlisin	The implementation of educator recruitment management in improving the quality of education carried out by Madrasah Aliyah Al-Mukhlisin is accountable to the madrasah head and his deputies with the foundation, namely in a simple and familial way, because Madrasah Aliyah Al-Mukhlisin is a madrasah established in a foundation that is still in one family. As for what is done in the implementation of educator recruitment management, including conducting needs analysis, position analysis, determining the right candidate, determining the most appropriate method, calling candidates who are considered qualified, selecting prospective educators, to the placement of new educators at Madrasah Aliyah Al-Mukhlisin.
(Aziz et al., 2017)	Jurnal Aplikasi Bisnis dan Manajemen	Effect of Recruitment and Selection on Performance	The results showed that the three variables of the recruitment and selection factors have a positive relationship but have indicators that need to be improved.
(Nasir & Mujiati,	Didaktis: Jurnal Pendidikan dan Ilmu Pengetahuan	Management of Educators (Teachers) in Rural Areas	Management of Educators (Teachers) in Rural Areas The procurement of rural area educators is carried out starting from the stages of recruitment, selection, placement, awarding competencies, education, training and dismissal which need to be monitored on an ongoing basis. However, unprofessional management activities are still found, management activities are still found, especially the utilization of teachers who are not in the same field and excessive workload as a consequence of the lack of teachers.

(Whitfield et al., 2021)	Teaching and Teacher Education	Recruitment and retention of STEM teachers through the Noyce Scholarship: A longitudinal mixed methods study	The University Noyce Program is a program that provides scholarships for prospective teachers who want to teach in high-need locations. However, the results showed that teacher candidates had decided to teach before entering the University's Noyce Program and had previously thought about teaching in high-need settings. Since the most common reason UNS mentioned for entering the teaching profession was the desire to make a difference in society or in the lives of students, it seems that Noyce Programs across the country should consider offering opportunities and experiences in high-need settings as a recruitment strategy.
(Purwanto, 2018)	Jurnal Informatika (Jurnal Pengembangan IT)	Designing a Decision Support System (DSS) to Help Determine Employee Selection Results at Cilacap State Polytechnic by Using the Exponential Comparison Method (MPE)	The developed Decision Support System (DSS) can help leaders in making the right and potential decisions to select prospective employees who are accepted.
(Sidik et al., 2018)	Jurnal Sisfotek Global	Design of Teacher E-Recruitment Information System Case Study at SMK Kusuma Bangsa	The teacher recruitment system at SMK Kusuma Bangsa which is currently running is carried out manually, namely the inside notifying the outside party if there are vacancies at the school, so that not many outsiders know if SMK Kusuma Bangsa is in need of teaching staff. So those who know about teacher recruitment information are only from the closest circles (people). To overcome the obstacles faced in the teacher recruitment system at SMK Kusuma Bangsa, the author designs a teacher recruitment information system that is connected to the database.

Table 1, obtained from 10 articles, provides an overview of the recruitment process to meet the institution's needs and obtain competent human resources. From the review of the above articles, a conceptualization of educator recruitment management can be made concerning POAC process management.
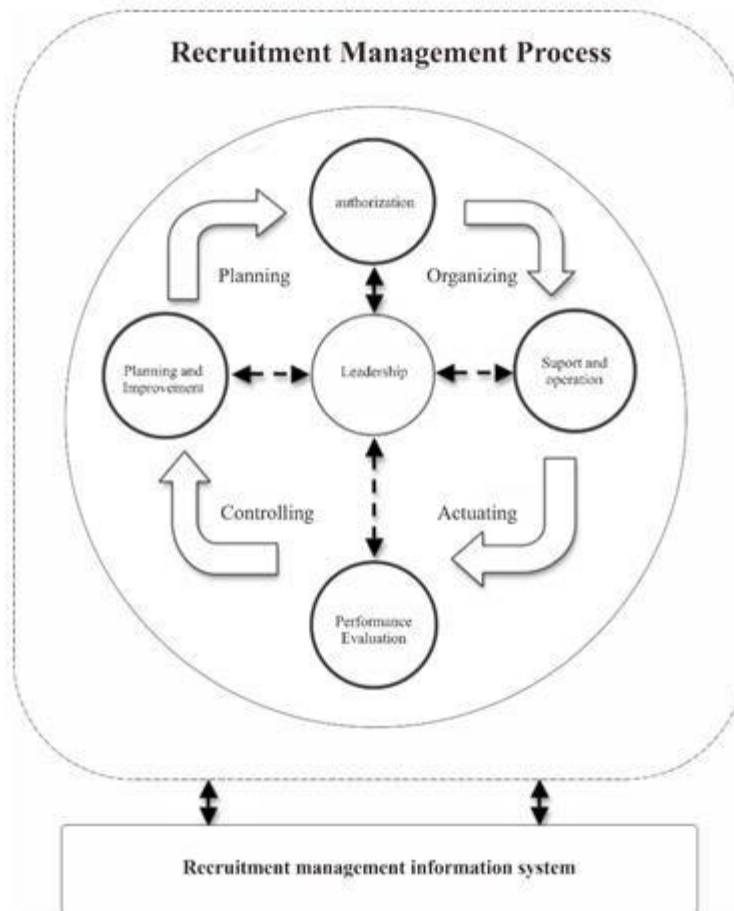
Figure 1. Conceptualization of educator recruitment management in the POAC Cycle

Discussion

Recruitment of teaching staff is carried out to meet the needs of teaching staff in quantity and quality. The process of recruitment activities is important to be carried out effectively because the output results will impact the quality of the educators who teach at the school. Recruitment activities to get professional educators are analyzed with the approach of Planning, Organizing, Actuating, and Controlling (POAC) Management theory, which will be described one by one below:

Planning or planning aims to design activities following predetermined goals effectively and efficiently. Recruitment planning needs to be done, including analyzing the needs and planning the recruitment methods used. Needs analysis is carried out to organize and manage human resources (Marhaeni, 2019). Based on the needs analysis, schools or institutions can find out what specifications and competencies are needed to meet the needs of the institution's teaching staff. Through needs analysis, a clear plan document will be produced regarding the number, type, and qualifications of teaching staff needed within a certain time (Su'eb, 2021), (Supriadi, 2018). Needs analysis allows recruitment activities to be planned precisely and transparently (Bäckström & Björklund, 2017); in other studies, an institution that does not conduct a needs analysis will have an impact on assigning tasks that are not following what has been informed in the recruitment process (Ashraf, 2017).

The institution will be able to determine the number of educators needed and the recruitment methods used after conducting a needs analysis. Recruitment methods, if classified by the source, are divided into two, namely internal and external recruitment methods (Suhariadi, 2013). The internal method is intended to provide opportunities for educators of appropriate competence to fill vacant

positions, while the external method of the institution to meet the needs of educators is done by recruiting from outside the school.

Organizing is an organizing activity carried out by forming a recruitment committee. The recruitment committee can be done by appointing a committee from within the institution or submitting it to a third party. The committee's task is to carry out the following:

1. A Review of various laws or government regulations and foundation regulations relating to the rules for recruitment of teaching staff

2. Determination of the requirements for applying to become teaching staff

3. Determination of new teaching staff registration procedures

4. Determination of recruitment and selection schedules for new teaching staff

Applicant and recapitulation format for accepted applicants, (e) Preparation of selection exam materials, guidelines for examining exam results, and exam venues (Su'eb, 2021).

Organizing activities consist of 5 steps, including detailing all work, dividing workloads, combining work, establishing coordination mechanisms, and monitoring organizational effectiveness. In dividing tasks, it must also pay attention to a member's qualifications, skills, and competencies; this requires a leader in the organization to have guidelines and criteria for effective organizational performance (Dakhi, 2016), (Arifin et al., 2013).

Actuating or implementing the recruitment of teaching staff is a very important and crucial task, so more attention should be on implementing recruitment procedures. (Su'eb, 2021). The implementation of recruitment starts from the publication of information, receipt of application files, checking the suitability of applicant administration with formation needs, and implementation for selection (Lisnandari, 2018). The implementation of information publication is the first milestone in recruitment success; the better the publication, the more applicants will be attracted so that the committee can select competent prospective educators. The next stage that needs to be considered is the implementation of the selection of prospective educators, and this needs to be done transparently and fairly so that the educators resulting from recruitment have good competence (Purwanto, 2018).

In the selection process, a test is carried out for prospective educators in the form of a written test, interview test, and microteaching test (A'yun et al., 2019), and there is an additional test to read the Qur'an for Islamic Education Institutions (A'yun et al., 2019), (Lisnandari, 2018). For example, what is done at SMA 2 Darul Ulum school conducts tests on prospective educators in the form of a written test aiming to measure prospective educators' competence, Microteaching tests to assess the ability to manage the teaching and learning process (A'yun et al., 2019). The implementation of the selection stage is expected to output from the recruitment carried out to get educators who are professional and have the enthusiasm to advance the Institute. At this stage, there needs to be a transparent system to reduce the possibility of controversy or distrust of selection participants (Purwanto, 2018).

Controlling or controlling the recruitment management process is a form of supervision, starting from the planning stage to the output of new teaching staff. A recruitment process left entirely to the recruitment manager will impact the recruitment process's lack of effectiveness (Titisari & Ikhwan, 2021). Control activities aim to analyze the suitability between planning and implementation, the results achieved in recruitment activities, monitoring so that no deviations occur during the recruitment process, and developing the recruitment process management in the future.

Controlling activities are carried out not as the last thing but as a starting point to formulate better recruitment process management in the future. In this condition, a POAC cycle always runs to improve the process carried out in a better direction. The recruitment management process will run effectively, efficiently, and transparently if combined with an integrated information system. The existence of an information system makes the recruitment process transparent, from administrative selection to final

selection. The information system can also reduce the recruitment committee's like and dislike factors toward prospective educators.

Conclusion

Based on the research results, the recruitment management process needs to be implemented effectively and efficiently. Effective recruitment implementation can be done with one of the POAC process management cycle approaches. Recruitment management activities begin with Planning, which includes needs analysis and the selection of recruitment methods. Needs analysis allows the institution to decide whether to use internal or external recruitment methods. After that, in the Organizing activity, the institution appoints or gives authority to the committee team to carry out recruitment activities. Authority can be given to a committee formed by internal employees or appointed by a third party. The recruitment committee is tasked with determining the methods used in recruitment, administrative requirements, scheduling recruitment activities, and implementing recruitment activities. The next activity is Actuating; the recruitment committee will publish information about educators' needs. At this stage, the activities include receiving application files, administrative selection, entry qualifications selection, and acceptance announcement. Implementation requires Controlling so that what is done follows what was planned. The Controlling stage can provide solutions if there are obstacles to implementation, as well as evaluate the performance of the recruitment committee. Controlling activities aim to analyze the suitability between Planning and implementation, the results achieved in recruitment activities, supervising so that no deviations occur during the recruitment process, and develop the recruitment process management in the future. With the POAC cycle approach, institutional leaders can make continuous improvements regarding the recruitment of teaching staff. The recruitment management process will run effectively, efficiently, and transparently if combined with an integrated information system. The existence of an information system makes the recruitment process transparent, from administrative selection to final selection. The information system can also reduce the factors of like and dislike by the recruitment committee towards prospective teaching staff. POAC cycle process management allows recruitment activities to be carried out with the principle of always improving.

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