

An Analysis Of Recruitment And Selection Processes In Obtaining Quality Human Resources In The Digital Era In High School

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Abstract— This study aims to provide an overview of the process of implementing recruitment and selection at Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang and the similarities and differences. The method used in this study is qualitative with data collection techniques using interviews and documentation. The sample of this research is the principals of the two schools. The results of this study indicate that the implementation of the recruitment and selection of Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang have similarities, namely starting from the planning, position marketing, selection, acceptance, and evaluation stages. The difference in the implementation of recruitment and selection in the two schools is the additional media used in marketing positions, this research can be used as a guideline or description for schools to carry out the recruitment and selection process. Recruitment and selection processes are very important for schools in obtaining resources qualified human resources (HR) or obtaining competent teachers, especially in the digital era. Success in the school recruitment and selection process will have an impact on school development, teacher performance, and productivity.

Keywords—*digital, era, recruitment, selection.*

INTRODUCTION

An analysis of the recruitment and selection process in obtaining quality human resources in the digital era in high schools.

Currently, there are many studies in recruitment and selection including:

A. Jafar Basalamah, Muh. Herdiansyah Syahnur, Abdurrahman Basalamah. about Recruitment

And Selection Practice On Indonesia State-Owned Enterprise: A Literature Review. The results show: HR strategy practices bring changes to organizational growth and impact organizational and corporate performance. The recruitment and selection practices were manipulated in the recruitment sector of state-owned enterprises. Therefore, the company faced great difficulties to provide professional public service [1].

- B. Rani Sarika. about the Study on the Recruitment and Selection Process at Bloom Hospitals. The results show: Employees of bloom hospitals are satisfied with the existing recruitment and selection process[2].
- C. Anju Khandelwal & Avanish Kumar. about A study on the recruitment and selection process with reference to current scenarios in organizations. The result shows: For this purpose, we assume that there is a strong impact of recruitment on the selection of the right candidate with the desired set of skills, knowledge, and abilities leading to cost-effectiveness. Also, for evaluation researchers take measures for evaluation as Competency, Recruitment Process, and Organizational Climate [3].
- D. Gadekar D, Datta Balki P, Navnath Nagrale S. about A Study on Recruitment and Selection Process. The results show: In order to obtain the best outcomes, a company must have a well-structured recruitment policy that can be implemented effectively [4].
- E. Ahmed Eman & Adel Al-Dhuwaihi about Recruitment and selection of school leaders in Saudi Arabia. The results show: schools are

currently struggling to recruit qualified candidates that comment on the mission and the needs of our schools. Therefore, we recommend providing appropriate budget, resources, and training to human resource staff to effectively communicate with prospective candidates, identify the type of candidates, and design recruitment and selection strategies accordingly [5].

Education is essentially a process of educating, namely a process of positive active interaction between humans which is characterized by a balance between students and teachers at school.

School as an educational institution is a means to carry out the educational process. Schools are not only used as a gathering place for teachers and students but for a system of learning and gaining knowledge. Where the school is a place to create an educated generation regardless of the background of students, both in terms of cultural, social, and economic [6].

Schools must realize that human resources are the basic capital in the process of building and developing schools, therefore the quality of human resources must always be developed and directed to achieve the goals set by the school. One of the activities in HR management is recruitment and selection [7].

Recruitment and selection have an important function in human resource management in every organization, including schools. Where the quality of human resources in schools is highly dependent on the effectiveness of these two functions [8]. In addition, a good recruitment and selection process can also affect teacher performance [9].

Schools often experience difficulties in getting the right prospective teachers, even though prospective teachers are available, only a few have adequate qualifications. The selection process is carried out to screen qualified and competent prospective teachers [7].

Efforts to get prospective teachers to begin with the recruitment process to assist schools to obtain qualified and competent teachers in their fields, so that performance achievements are in line with expectations and can be realized properly. The recruitment process begins when an organization searches for prospective workers through various means, up to the submission of applications by applicants to the organization [10].

The purpose of recruitment and selection is to get as many prospective teachers as possible so that schools will have a greater opportunity to select prospective teachers who are considered to meet the school's qualification

standards. An effective recruitment and selection process will be able to present the best human resources and be able to attract the attention of people who have special abilities and skills to meet the required job specifications [11].

Recruitment processes are Steps for surveying and analyzing teacher manpower, work analysis, and recruitment strategies. The teacher selection process is Instrumentation (capacity measurement forms), Decision making, and evaluation processes [12]

In today's digital era, schools are required to have quality human resources to improve the quality of education. One of the most important things in HR activities is recruitment and selection. The success or failure of an organization or institution in carrying out the recruitment process is to find as many potential and competent applicants as possible [13].

If the recruitment and selection process is not properly considered, it will raise the possibility that the accepted teacher will not be able to carry out the assigned tasks properly (Widya, 2021). The success and failure of a school are largely determined by the active role of every human resource in the school [9].

Dear Technology Hamid High School is a public school located in Pekanbaru Riau and MA Darul Hikmah is a religion-based school located in Bojongsong, West Java. Recruitment and selection in the two schools are oriented towards producing and obtaining qualified and competent teacher candidates.

The research conducted focuses on the field of HR recruitment and selection at Dear Technology Hamid Pekanbaru High School and MA Darul Hikmah Bojongsong. The scope of the research includes the recruitment and selection process in the two schools. The research aims to explain the process of implementing the recruitment and selection of the two schools and the similarities and differences.

The novelty of this research is that there has been no research on recruitment and selection in these two schools and there has been no research comparing the process of recruitment and selection in public schools and religion-based schools.

METHODOLOGY

The method used in this research is qualitative. Data collection techniques in this study used interviews and documentation. The samples or informants in this study were the principals of the two schools. Data and data sources were obtained from interviews with informants.

The data analysis was carried out using the descriptive analysis model of Miles and Huberman. Qualitative data analysis is carried out interactively and continues continuously until complete so that the data is saturated.

FINDING AND DISCUSSION

A. *The process of implementing recruitment and selection at Dear Technology Hamid Pekanbaru High School*

Recruitment and selection at Dear Technology Hamid High School are carried out in several stages: planning, marketing, selection, acceptance, and evaluation. The results of the research on the process of implementing teacher recruitment at Dear Technology Hamid High School are presented as follows:

1. Teacher Recruitment Planning

The process of implementing recruitment and selection at Dear Technology Hamid High School begins with recruitment planning. School administration personnel (TAS) design positions by analyzing the needs of study program teachers needed in schools, then making descriptions and specifications of teachers needed to produce information related to the required HR qualifications, both in quality and quantity, and as a guide for the selection process later. In the next stage, the school administration staff (TAS) will provide a report to the school principal regarding the planned teacher recruitment.

2. Job marketing

After the planning stage is carried out, schools carry out marketing of teacher positions or job vacancies using newspapers and social media so that the reach of prospective teachers is wider. The social media used by Dear Hamid Technology Hamid High School are Facebook and Instagram.

The school put up posters or brochures related to teacher job vacancies in the newspaper and on the Facebook and Instagram pages of Dear Hamid Technology Hamid High School. Dear Hamid Technology Hamid High School also places advertisements on the Instagram job desk account which has a large number of followers so that job vacancies are better known by the wider community, especially fresh graduates in the field of education who need jobs.

3. Teacher Candidate Selection

The next stage is to select the incoming teacher candidate applications.

a. Administrative selection

The first selection made was administrative selection. Administrative requirements for applications are diplomas that are prioritized from well-known and accredited university graduates as well as the linearity of majors for the required teacher's field of study, grades recap, certificate of achievement, work experience, and vaccination certificates.

b. Live interviews and teaching tests

After the administrative selection was carried out, the second stage of selection was carried out, namely by using the interview method and teaching tests to see how the prospective teacher mastered the material in the field of study, and how to manage the class and the learning environment. The teaching test is carried out by direct teaching practice by prospective teachers to the class to meet with students. The selection assessment was carried out by school principals and teachers who were given a special task to select, the teachers selected to select had teaching experience of approximately 30 years. In this selection process the skills of prospective teachers and mastery of computers are also considered and become an added value.

4. Acceptance of Prospective Teacher Applications

After the selection test is carried out, the principal will decide whether or not the prospective teacher is accepted. The acceptance decision process from the selection stage only takes 2 days. Accepted statements will be announced via Whatsapp messages directly to the accepted teachers. Teachers who are declared accepted do not become apprentice teachers but become honorary teachers who will become permanent teachers if they have taught for 2 years at Hamid's Dear Tech High School. After the acceptance period, prospective teachers are designated as honorary teachers and immediately given teaching assignments in class supervised by teachers who teach in the same field of study, the learning system at Dear Technology Hamid High School for one field of study is taught by 2 teachers.

5. Evaluation of the implementation of recruitment and selection

After the recruitment and selection are carried out according to the planned stages, then Dear Technology Hamid High School evaluates to find out whether the recruitment and selection carried out have

been successful or not. Evaluation is carried out by looking at whether or not the teachers recruited are suitable for the needs of the school and the quality, competence, and skills expected by the school. The results of the evaluation conducted by Dear Technology Hamid Senior High School, the implementation of the recruitment and selection that was carried out was successful and was sufficient to meet the needs of qualified and competent teachers. The use of social media as a media for position marketing is considered less effective because it causes high employee turnover.

B. *The process of implementing recruitment and selection at Ma Darul Hikmah Bojongsoang*

Teacher recruitment at SMA Darul Hikmah Bojongsoang is carried out every time a school needs a new teacher. Recruitment was carried out to replace teachers who had quit and to add teachers due to an increase in the number of students.

The implementation of recruitment and selection at MA Darul Hikmah is carried out in several stages, namely planning, marketing, selection, acceptance, and evaluation. The results of the research on the process of implementing teacher recruitment at MA Darul Hikmah Bojongsoang are presented as follows:

1. Teacher Recruitment Planning

At the planning stage, the school analyzes the needs of human resources in the school first. Then propose additional teachers to the foundation.

2. Job marketing

The next step is for the school to carry out position marketing by publishing job vacancy information on school boards, bulletin boards, and also on school social media pages. This is done with the aim that teacher job vacancy information can be read by teachers, students, and the wider community. Teacher vacancies at SMA Darul Hikmah Bojongsoang are announced in the form of posters or brochures which contain the types of teachers needed, the requirements that must be met by each prospective teacher, and where the application is addressed. Meanwhile, position marketing or job vacancy announcements are carried out for 17 days to attract the attention of as many potential applicants as possible.

3. Teacher Candidate Selection

After the applications made by prospective teachers are accepted by the school, they are then submitted to the school principal for selection which

involves the deputy head of curriculum, subject teachers, and students.

a. Administrative selection

Administrative selection is carried out by school administrative staff (TAS). Administrative selection includes the selection of application files which is carried out to determine the suitability of the files with predetermined requirements. In the administrative selection, some qualifications or requirements must be met by prospective teachers, which include: 1) Muslim, 2) maximum age of 28 years, 3) male/female, 4) Minimum S1 education, 5) minimum GPA of 3.00, 6) able to operate a computer, and 7) able to speak Indonesian well.

b. Live interview

The second selection stage is the interview test. The interview was chosen as one of the ways to select because it is considered to be able to reveal and explore many things from the applicant, such as commitment, character, personality, and competence, and is used to ascertain whether the data written in the application is correct.

The interview test was carried out by three interviewers to interview one applicant, namely the school principal, deputy head of curriculum, and subject teacher. The method used in the interview is the board interview method, which is a conversation between several interviewers with one applicant. Each interviewer has a different task. The questions asked were about personality, Islamic commitment, and abilities in the field of study.

Personality questions include the identity, morals, and commitment of prospective teachers. The second question is knowledge of the Islamic religion of prospective teachers. Darul Hikmah High School is an Islamic educational institution, so teachers who join must have extensive knowledge of Islam. To measure the knowledge of the Islamic religion from prospective teachers, tests were carried out on reading the Koran, memorizing letters, and memorizing prayers during interviews. The last question is about teacher competence. The interviewer asked questions about the field of study that was proposed. Applicants are asked for the material from the easiest and most difficult lessons.

The assessment of this interview test is seen from how the prospective teacher speaks, communicates, answers questions, and looks according to Islamic law.

c. Teaching practice test

Teaching practice tests are conducted to see the pedagogic competence of prospective teachers. Teaching practice tests are carried out by prospective teachers directly with students. The teaching practice test is carried out for 2 full lesson hours. During practice, assessments are carried out by subject teachers, vice principals, and curriculum departments. In this test, the assessments taken include appearance, preparation for teaching, opening class, current teaching skills, interaction with students, and closing class.

4. Acceptance of Prospective Teacher Applications

After the selection process is carried out, then the process of accepting prospective teachers is. The decision to accept or reject prospective teachers is made by the school principal by looking at the grades given by subject teachers and curriculum assistant teachers to each prospective teacher. After the acceptance process is decided by the school principal, then the school administration staff (TAS) will contact applicants who are declared accepted to become a teacher at Darul Hikmah High School.

C. Similarities and Differences in Recruitment and Selection Processes at Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang

1. Similarities in Recruitment and Selection Processes at Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang

Based on the results of the study, it was shown that the implementation of the recruitment and selection of Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang had in common that the recruitment was carried out by planning, position marketing using social media, administrative selection, interview selection, and teaching tests and closed with an evaluation process.

2. Differences in the Recruitment and Selection Process at Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang

Based on the results of the research that has been conducted, several differences were found regarding the implementation of recruitment and selection at Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang, which are described as follows:

a. Marketing positions using newspapers and school madding media

In marketing teacher positions or job vacancies apart from using social media, Dear Technology Hamid Pekan Baru High School also uses newspaper media while MA Darul Hikmah Bojongsoang uses the school bulletin.

b. Islamic religious knowledge test

In the selection process, MA Darul Hikmah Bojongsoang used tests for reading the Koran, tests for memorizing surahs, and memorizing prayers. Whereas Hamid Pekan Baru Dear Technology High School does not use the test, because Dear Technology High School is a public school, not an Islamic religion-based school.

c. Selectors

The person in charge of selecting Dear Technology Hamid Pekan Baru High School is the principal and senior teacher who has 15 years of teaching experience. Meanwhile, those in charge of selecting a MA Darul Hikmah Bojongsoang are school principals, vice curricula, and study teachers.

D. Analysis of the process of implementing recruitment and selection at Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang

Based on research results, the implementation of recruitment and selection at Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang already includes the core stages of recruitment and selection, namely planning, position marketing, selection, acceptance, and evaluation [9].

In the marketing for positions carried out by Dear Technology Hamid Pekan Baru High School and MA Darul Hikmah Bojongsoang, both of them utilized social media technology which is very influential in this digital era to attract the attention of applicants. According to Nicolaou [14], the use of technology can facilitate the implementation of recruitment and selection so that the range of applicants is wider.

CONCLUSION AND RECOMMENDATION

Based on research on the process of implementing teacher recruitment at Dear Hamid Technology Pekan Baru High School and MA Darul Hikmah Bojongsoang, it can be concluded that the implementation of teacher recruitment and selection has been good, it can be seen from the similarities in the stages of recruitment and selection in the two schools, which have included the

core stages recruitment and selection, namely: the planning stages of recruitment, marketing positions, selection, acceptance, and evaluation. The differences in the implementation of recruitment and selection in the two schools are additional media used in marketing positions, the number of tests used for selection, and the person in charge of selecting.

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