

# **Optimising Teacher Recruitment and Selection Strategies to Improve Professionalism in Education**

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## **Abstract**

This study explores the teacher recruitment strategy implemented at MTs. Jam'iyah Mahmudiyah Tanjung Pura, with the main objective of understanding and optimising the recruitment process to improve teacher professionalism. Using a qualitative approach focusing on phenomenology, data was collected through in-depth interviews, documentation study, and direct observation. The results show that the teacher recruitment procedure has been designed effectively and in accordance with the standards set by the government and the foundation. The recruitment process involves systematic and transparent steps and is strengthened by the use of technology. This study provides a deeper understanding of teacher recruitment and selection strategies and how the process can be optimised to improve teacher professionalism. In addition, the study also highlights the importance of consistency in the implementation of recruitment procedures and how the process can contribute to improving the quality of education.

**Keywords:** Recruitment; Selection; Teacher Professionalism.

## Introduction

Formal educational institutions have an important role in shaping educated individuals, regardless of their background. Law of the Republic of Indonesia Number 20 Year 2003 on the National Education System states the importance of education as a conscious and planned effort to develop the potential of learners.<sup>1</sup> However, this educational process requires a well-organised and effective system to achieve this goal.

Although the importance of education is widely recognised, there are still some problems in the education system, especially related to teacher recruitment and selection.<sup>2</sup> This is reflected in the Political and. Economic Risk Consultant (PERC) survey as cited by Andi Agustang,<sup>3</sup> This is certainly related to the professionalism of teachers and the lack of responsibility in carrying out their duties. There is a gap between expectations of the quality of education and the reality on the ground.<sup>4</sup>

While there has been much research on teacher recruitment, there is still a knowledge gap regarding the optimisation of teacher recruitment and selection strategies to improve professionalism. A study by Balayeva<sup>5</sup> and Klassen<sup>6</sup> While Purwantiningsih's research highlights the importance of improving teacher selection through a research-based approach, it does not specifically discuss optimising recruitment and selection strategies. Purwantiningsih's research focuses more on the importance of teacher professionalism in improving the quality of education, not the optimisation of teacher recruitment and selection.<sup>7</sup> Meanwhile, Yusrina's research emphasises the importance of teacher selection criteria in identifying effective teachers but does not specifically discuss optimising teacher recruitment and selection.<sup>8</sup>

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<sup>1</sup> Republik Indonesia, *Undang-Undang Republik Indonesia Nomor 20 Tahun 2003 Tentang Sistem Pendidikan Nasional Dengan Rahmat Tuhan Yang Maha Esa Presiden Republik Indonesia* (Jakarta, 2003).

<sup>2</sup> Silmi Amrullah, N Nurhayati, and W Windawati, "Implementasi Rekrutmen Dan Seleksi Tenaga Pendidik Di SMK Negeri 8 Garut," *Jurnal Tata Kelola Pendidikan* 5, no. 1 (2023): 25–34.

<sup>3</sup> Andi Agustang, Indah Mutiara, and Andi Asrifan, *Masalah Pendidikan Di Indonesia*, 2021.

<sup>4</sup> putu Cindy Candra Dewi And Dewiati Sujadi, "Pengaruh Rekrutmen Dan Seleksi Terhadap Kinerja Guru Pada Sekolah Menengah Kejuruan (SMK) TI Bali Global Denpasar," *Journal Research of Management* 1, no. 1 (2019): 65–79.

<sup>5</sup> Pustakhanim Balayeva, "Improving the Direction and Mechanisms for the Recruitment of Teachers in Educational Institutions," *Scientific Collection «InterConf+»*, no. 31 (147) (2023): 87–92.

<sup>6</sup> Robert M Klassen et al., "The Importance of Selecting the Most Effective Teachers," *Teacher Selection: Evidence-Based Practices* (2021): 1–11.

<sup>7</sup> Ary Purwantiningsih and Pudjo Suharso, "Improving Teacher Professionalism Toward Education Quality in Digital Era," in *Journal of Physics: Conference Series*, vol. 1254 (IOP Publishing, 2019), 12019.

<sup>8</sup> Asri Yusrina et al., "Selecting Teachers in Indonesia: Predicting Teacher Performance Using Pre-Employment Information" (RISE: Research on Improving Systems of Education, 2022).

This knowledge gap indicates an urgent need for further research to optimize the teacher recruitment and selection process. Therefore, this study aims to fill this gap by conducting an in-depth analysis of the teacher recruitment and selection mechanism at MTs Jam'iyah Mahmudiyah Tanjung Pura, Langkat Regency. Thus, this research is expected to provide new and relevant insights to improve teacher professionalism by optimizing recruitment and selection processes.

By explaining more about this knowledge gap, this research can help stakeholders (government), education managers and readers understand the importance of this research in a broader context and how this research can contribute to filling the gap. In addition, a more precise explanation of this knowledge gap may also help other researchers interested in further exploring this area of research.

The main purpose of this research is to describe the procedures for the recruitment and selection of teachers and to analyse the coordination between the foundation and the madrasah head in the process. The target of this research is to understand the mechanism of recruitment and selection of teachers to improve the professionalism of educators at MTs Jam'iyah Mahmudiyah Tanjung Pura Langkat Regency.

This research is expected to contribute to improving the quality of education through increased teacher professionalism. Improving the recruitment and selection mechanism is expected to create a more effective and quality learning environment at MTs Jam'iyah Mahmudiyah Tanjung Pura Langkat Regency.

## **Research Methods**

This research uses a qualitative approach with a focus on phenomenology. The main purpose of this research is to understand phenomena that do not require quantification, such as recruitment strategies at MTs. Jam'iyah Mahmudiyah Tanjung Pura. Therefore, the phenomenological approach was chosen as the most suitable research method.

The location of this research is MTs—Jam'iyah Mahmudiyah, which is located in Jln. Sheikh M. Yusuf No. 24, Pekan Tanjung Pura Village, Tanjung Pura District, Langkat Regency. The subjects of this research include the foundation, the head of the madrasah, and teachers at MTs. Jam'iyah Mahmudiyah Tanjung Pura.

Primary data in this study were obtained directly from the research subjects. Meanwhile, secondary data were obtained from various sources, including a brief history book of MTs. Jam'iyah Mahmudiyah Tanjung Pura, official documents covering the objective conditions at the Jama'iyah Mahmudiyah Tanjung Pura Foundation, and documentation of the recruitment and selection process.

Data were collected through a comprehensive set of methods, including in-depth interviews with research subjects, documentation studies involving detailed analyses of relevant documents, and direct observation during the teacher recruitment and selection process.

The data that has been obtained is then analysed qualitatively. The purpose of this analysis is to gain a deeper understanding of the phenomenon under study. Through this analysis, we endeavour to extract deeper meaning and understanding from the data so as to provide a clearer and more comprehensive picture of the phenomenon.

Thus, this research is expected to provide a deeper understanding of teacher recruitment and selection strategies at MTs—Jam'iyah Mahmudiyah Tanjung Pura; how can the process be optimised to improve teacher professionalism?

## **Results & Discussion**

### **Teacher Recruitment Procedures at MTs. Jam'iyah Mahmudiyah Tanjung Pura**

This study aims to describe the teacher recruitment procedure at MTs. Jam'iyah Mahmudiyah Tanjung Pura and its impact on teacher professionalism. This research uses a descriptive qualitative method with data collection techniques through observation, interview, and documentation. The research subjects were the recruitment committee, the foundation, and teachers involved in the recruitment process at the madrasah.

MTs Jam'iyah Mahmudiyah Tanjung Pura Langkat view that selection is not only about attracting talented individuals but also about finding individuals who fit the culture and values of the school. Teachers who fit the school's values and mission will be more likely to adapt and contribute positively to the educational environment.

Based on observation and documentation, it was found that the madrasah's teacher recruitment procedures have been designed by utilising multi-stage assessments in accordance with the standards set by the government and the foundation. In addition, MTs, Jam'iyah Mahmudiyah Tanjung Pura Langkat, in conducting the selection, the

school collaborates with institutions or institutions that have expertise in the field of selection and assessment of teacher professionalism that are experienced and reputable in the selection process to provide valuable input and perspectives. By adopting a rigorous and comprehensive selection strategy, schools can ensure that only the best teachers become part of their teaching team.

In implementing best practices for teacher recruitment and selection, schools also need to pay attention to fairness and equity. The selection process is designed in such a way as to reduce bias and discrimination and ensure that all candidates have a fair chance to demonstrate their potential as educators. The recruitment process involves systematic and transparent steps, namely the determination of the committee, finding the legal basis for the number of teachers needed, determining the registration requirements, preparing facilities, scheduling activities, fulfilling qualifications, conducting the selection, and announcing the election results. The recruitment process is also supported by the use of technology, such as applications or online file submission, which can improve the efficiency and affordability of the process.

Recruitment methodology in education is an important cornerstone in attracting the best candidates to join the teaching team. Some approaches that can be applied include utilising networks within the education industry to source potential candidates, either through educational institutions, professional communities, or relevant social media. In addition, the development of clear job descriptions and qualifications is also key in attracting candidates that match the school's needs.

The use of effective recruitment methodologies is also evident in the efforts to realise diversity and inclusivity in the teaching team. By understanding the importance of realising diverse representation among teachers, schools can use proactive recruitment approaches to reach out to candidates from different backgrounds and experiences.

Through the implementation of a smart and inclusive recruitment methodology, MTs, Jam'iyah Mahmudiyah Tanjung Pura Langkat can ensure that they attract the best candidates who not only have good academic qualifications but also bring valuable diversity, experiences and thoughts to enrich the learning environment. Thus, an effective recruitment methodology can be a strong foundation for building a qualified and diverse teaching team.

Based on the results of the interviews, the data obtained show that the teacher recruitment procedures in the madrasah have been agreed upon by the foundation and madrasah, with the aim of improving teacher professionalism. The foundation and madrasah are committed to carrying out the recruitment procedures in accordance with the established procedures without any intervention or interference from other parties. The foundation and madrasah also recognise the importance of a structured and consistent recruitment process in ensuring the presence of professional and qualified teachers in the madrasah.

The following are excerpts from interviews conducted with the head of the foundation and the head of the madrasah regarding teacher recruitment procedures in the madrasah:

Head of the foundation:

"In fulfilling the needs of teachers, we design procedures that must be carried out; this is done so that these activities can be carried out systematically and structured in order to achieve common expectations, namely recruiting in order to improve teacher professionalism, as much as possible we try to prepare as carefully and as well as possible so that the results are maximum and our goals can be achieved, as for the procedures that must be carried out in this recruitment activity are determining the committee, looking for a legal basis related to the number of teachers needed, determining registration requirements, preparing facilities and determining the schedule for these activities, discipline in fulfilling the qualifications and requirements that have been determined, implementing the selection and announcing the selection results."

Head of madrasah:

"We have determined the recruitment procedures in this madrasah, even by mutual agreement with the foundation, that recruitment activities must be carried out in accordance with predetermined procedures, without any intervention or interference from other parties. We do this so that the recruitment process can run smoothly, transparently, and objectively, and we can obtain professional and qualified teachers who can make a significant contribution to improving the quality of education in this madrasah."

Meanwhile, Jam'iyah Mahmudiyah Tanjung Pura Langkat is measuring the effectiveness of the teacher selection process and ensuring the professionalism of teachers and the quality of education offered by MTs. After going through a rigorous recruitment and selection process, evaluating the performance of teachers who have joined is key to knowing the extent to which the selection process has been successful in attracting the best educators.

In an interview with the head of madrasah MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat, it was highlighted that measuring teacher performance, evaluation results from students, and feedback from fellow educators are important indicators in measuring the effectiveness of the teacher selection process. Evaluation results from students provide a direct picture of the quality of the recruited teacher's teaching. In contrast, feedback from fellow educators provides a valuable perspective on the teacher's ability and contribution to the work environment.

In addition, analyses of student growth and achievement are also considered important in assessing the impact of the teaching quality of recruited teachers. These data provide a more comprehensive understanding of the extent to which hired teachers are able to influence student learning and development positively.<sup>9</sup>

By obtaining comprehensive and diverse data, MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat can identify successes in the teacher selection process as well as areas that require improvement. These data form the basis for developing further strategies to improve the effectiveness of the selection process to ensure that only highly qualified and committed educators join the teaching team.

Through continuous evaluation measures, MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat can ensure that the teacher selection process is not only the starting point but also an ongoing foundation for ensuring excellent educational quality and meaningful learning experiences for the entire educational community. By continuously measuring the effectiveness of the teacher selection process, schools can ensure that their educational vision and mission continue to be realised through the educators they recruit.<sup>10</sup>

### **Standard of Teacher Professionalism MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat**

This study aims to find out the procedure of teacher recruitment in madrasahs and its impact on teacher professionalism and education quality. This research uses a descriptive qualitative method with data collection techniques through observation,

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<sup>9</sup> Purwantiningsih and Suharso, "Improving Teacher Professionalism Toward Education Quality in Digital Era."

<sup>10</sup> Davis Dixon, Ashley Griffin, and Mark Teoh, "If You Listen, We Will Stay: Why Teachers of Color Leave and How to Disrupt Teacher Turnover,," *Education Trust* (2019).

interviews and documentation. The research subjects were the recruitment committee, the foundation, and teachers involved in the recruitment process in the madrasah.

Based on the results of the research, it was found that the teacher recruitment procedure at MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat has been well-designed and in accordance with the standards set by the government and the foundation. The recruitment process involves systematic and transparent steps, namely determining the committee, finding the legal basis for the number of teachers needed, determining registration requirements, preparing facilities, scheduling activities, fulfilling qualifications, conducting selection, and announcing election results. The recruitment process is also supported by the use of technology, such as applications or online file submission, which can improve the efficiency and affordability of the process.

Creating standards for teacher professionalism is an important step in ensuring the quality of teaching and learning in schools. These standards can cover various aspects, from academic qualifications, pedagogical skills, and commitment to student learning to professional ethics.<sup>11</sup>

MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat sets minimum standards of academic qualifications and certification that each teacher must have. This will ensure that educators have a strong educational foundation in accordance with the subject areas they teach. In addition, the standard of professionalism of MTs is also important. Jam'iyah Mahmudiyah Tanjung Pura Langkat includes an assessment of pedagogical skills, such as the ability to plan and implement learning that suits the needs of students, the ability to manage classes, and the ability to evaluate learning. This finding is in line with the results of research by Reza Fajar Ghifari and Yayah Rahyasih, who stated that innovative approaches to learning, the use of technology, and the ability to adapt to the needs of diverse students can also be part of this standard.<sup>12</sup>

MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat is very concerned about commitment to student learning, and professional ethics is also an important aspect of teacher professionalism standards. This commitment can also be seen in Imas Jujuniarti's

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<sup>11</sup> Satria Sodikin, Faridi Faridi, and Umiarso Umiarso, "Peran Kepala Sekolah Sebagai Manajer Dalam Meningkatkan Profesionalitas Guru:(Studi Terhadap Kinerja Kepala Sekolah RA. Al-Amin Kakiang, Kab. Sumbawa, NTB)," *Jurnal Ilmiah Profesi Pendidikan* 8, no. 3 (2023): 1372–1379.

<sup>12</sup> Reza Fajar Ghifari and Yayah Rahyasih, "The Strategies Toward the Improvement of Academic Achievement Through Optimizing Teachers' Skills," in *3rd International Conference on Research of Educational Administration and Management (ICREAM 2019)* (Atlantis Press, 2020), 105–108.



research at MTS Al-Amanah Paseh; teachers need to show high commitment in providing guidance and support to students, as well as having integrity and ethical attitudes in interactions with students, parents, and other school staff.<sup>13</sup>

In an effort to create clear and comprehensive standards, MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat can involve educators in the process of developing these standards. Thus, these standards will not only reflect the needs of the school but also be appreciated by teachers as a guide in carrying out their professional duties.<sup>14</sup>

In addition, MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat clearly communicates these standards to the entire educational community, which will also help shape consistent expectations of teacher professionalism. This phenomenon, according to Muhammad Fuad Zaini, will create a working environment that supports teacher growth and development and provides clear guidelines for improving the quality of teaching in schools.<sup>15</sup>

By implementing comprehensive and measurable standards of teacher professionalism, MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat can ensure that every teacher has equal expectations and is recognised for their contribution to education. It will also provide confidence to all stakeholders that high-quality learning can be achieved through a teaching team that has high standards of professionalism.

### **Maximising Education Potential with Effective Recruitment**

Effective recruitment not only focuses on attracting quality candidates but also maximises the educational potential of the process. One way to achieve this is through a comprehensive onboarding programme for new educators.<sup>16</sup> This programme may include an in-depth understanding of the school's curriculum, policies and procedures and an introduction to the school's culture and values.<sup>17</sup> By providing a strong foundation

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<sup>13</sup> Imas Jujuniarti, Ajat Rukajat, and Iyan Sopiyan, "Manajemen Peningkatan Profesionalisme Guru Di MTS Al-Amanah Paseh," *Jurnal Pendidikan Indonesia: Teori, Penelitian, dan Inovasi* 1, no. 1 (2021).

<sup>14</sup> Sudirman Siahaan and Rr Martiningsih, "Seputar Sertifikasi Guru," *Jurnal Teknodik* (2008): 90–106.

<sup>15</sup> Muhammad Fuad Zaini, Oda Kinata Banurea, and Mansur Hidayat Pasaribu, "Recruitment of Educators: Efforts to Improve the Quality of Education in MTS Negeri 2 Medan," *Journal Of Education And Teaching Learning (JETL)* 2, no. 2 (2020): 35–43.

<sup>16</sup> Roni Pujiyanti and Dwi Wahyudiati, "Analisis Perencanaan Dan Rekrutmen Guru Pada Dinas Pendidikan Kabupaten Lombok Tengah," *PALAPA* 10, no. 2 (2022): 486–501.

<sup>17</sup> Hafiedh Hasan, "Sistem Rekrutmen Dalam Pengembangan Manajemen Sumber Daya Manusia (SDM) Pendidikan," *Jurnal Ilmiah Promis* 3, no. 2 (2022): 143–162.

from the start, new educators can more quickly adapt to their work environment and start contributing maximally to the learning process.

Through innovations in the admissions process and the development of ideal selection criteria, schools can ensure that they bring in educators who are not only qualified<sup>18</sup> but also in accordance with the values and vision of education espoused by the school.<sup>19</sup> Thus, schools can maximise their educational potential and make a sustainable contribution to improving the quality of education.

In determining innovations, it is important to ensure that assessment innovations reflect the needs of the school and can provide an accurate picture of prospective educators' ability and potential to succeed in a dynamic educational environment.<sup>20</sup>

After determining the innovation, the next step is to develop ideal teacher selection criteria; the next step is to establish a comprehensive assessment method to assess the extent to which prospective educators fulfil these criteria.<sup>21</sup> In practice, assessment methods at MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat includes technical ability tests, interviews, and assessments of interpersonal skills and adaptability.

The results of this study are in line with previous findings showing that a structured recruitment process can contribute to improving the quality of education by ensuring the presence of professional and qualified teachers in educational institutions.<sup>22</sup> The mutual agreement with the foundation to carry out the recruitment procedure in accordance with the procedure also supports the previous findings on the importance of consistency in the implementation of recruitment procedures.<sup>23</sup> A structured and consistent recruitment process can ensure that only teachers who meet the standards are hired, thereby making

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<sup>18</sup> Faizal Rizqi Sawaluddin and Ridwan Rustandi, "Manajemen Sumber Daya Manusia Lembaga Pendidikan Islam Di MTs Persis 3 Pameungpeuk," *Tadbir: Jurnal Manajemen Dakwah* 5, no. 4 (2020): 375–396.

<sup>19</sup> Tita Tri Antika Pangestuti et al., "Permasalahan Guru Honorer Terkait Kebijakan Penghentian Rekrutmen Guru PNS Menjadi PPPK," *Jurnal Inovasi Penelitian* 2, no. 4 (2021): 1133–1138.

<sup>20</sup> Abdul Azis, "Strategi Perencanaan Operasional Untuk Memaksimalkan Potensi Human Capital Di SD Sabilina," *Syntax Literate; Jurnal Ilmiah Indonesia* 7, no. 9 (2022): 15091–15104.

<sup>21</sup> Murni Handayani, "Analisis Perbandingan Metode Technique For Order Preference By Similarity To Ideal Solution, Simple Additive Weighting Dan Weighted Product Dalam Sistem Pendukung Keputusan Pemilihan Guru Terbaik," *JSiI (Jurnal Sistem Informasi)* 10, no. 1 (2023): 33–40.

<sup>22</sup> Siti Patimah, "Pengaruh Rekrutmen Dan Seleksi Terhadap Kinerja Kepala Madrasah Ibtidaiyah Negeri (MIN) Sekota Bandar Lampung," *Jurnal Ilmiah Peuradeun* 3, no. 1 (2015): 165–190.

<sup>23</sup> Adi Mardianto, "Optimizing Recruitment Strategy: Recruitment Management," *Jakarta: PT. Pinasthika* (2014).

a significant contribution to improving teacher professionalism and education quality.<sup>24</sup>

In practice, there are several limitations and challenges faced in implementing recruitment procedures. These limitations include time, resources and other factors that can affect the effectiveness and efficiency of the recruitment process. In addition, there are areas for improvement in the procedures that can affect recruitment results, such as the lack of objectivity, accuracy, and validity in qualification assessment or selection.

To overcome these limitations and challenges, MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat has implemented several strategies. First, the school has designed an efficient recruitment schedule to overcome time constraints. This schedule is designed in such a way that it allows the completion of the process in an optimal time. Second, the school has allocated sufficient resources for the recruitment process. This includes training for the recruitment team and procuring the necessary assessment tools.

In terms of deficiencies in procedures, the school has endeavoured to improve objectivity, accuracy and validity in qualification or selection assessments. These efforts involve the development of clear and objective selection criteria, training for recruitment teams on how to conduct accurate and valid assessments, and the use of assessment tools that have proven their reliability.

Thus, despite the limitations and challenges, the school has endeavoured to overcome them and continues to make continuous evaluations and improvements in the recruitment procedures. These efforts not only help the school in achieving its recruitment goals but also have a positive impact on recruitment outcomes and the quality of education provided by the school. In other words, this improvement in the recruitment process has contributed to improving the quality of education at MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat.

## Conclusion

This study reveals that MTs. Jam'iyah Mahmudiyah Tanjung Pura Langkat has designed an effective teacher recruitment procedure that complies with the standards set by the government and the foundation. This process involves systematic and transparent steps and is supported by technology. The results of this study show that a structured

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<sup>24</sup> Badru Sohim, Syah Syah, and Hanafiah Hanafiah, "Kompetensi Manajemen Kepala Sekolah Dalam Meningkatkan Profesionalisme Guru PAI Di SMP Nurul Ihsan Banjaran Kabupaten Subang Jawa Barat," *Jurnal Manajemen Pendidikan Al Hadi* 1, no. 2 (2021): 1–20.

recruitment process can contribute significantly to improving the quality of education by ensuring the presence of professional and qualified teachers in educational institutions. In addition, the research also found that schools have implemented comprehensive and measurable standards of teacher professionalism and maximised educational potential through a comprehensive onboarding programme for new educators.

While this study has provided valuable insights into teacher recruitment procedures and their impact on teacher professionalism, there are still some areas that need further research. For example, further research could be conducted to evaluate the effectiveness of assessment methods used in the selection process, as well as to explore ways to improve objectivity, accuracy and validity in qualification or selection assessments. In addition, further research can also be conducted to explore alternative strategies in the recruitment process that can assist schools in attracting and retaining high-quality teachers. Further research can also help identify and address challenges and limitations that schools may face in the implementation of recruitment procedures.

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