

Human Resources Recruitment Strategy: Case Study on Mis. Raudhatul Hasanah Asahan

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Abstract. The problem in this research is how the recruitment and selection of human resources in this case relates to the teaching staff (teachers) in MIS. Raudhatul Hasanah Asahan. The purpose of this study was to determine the recruitment and selection of human resources, teaching staff (teachers) at MIS. Raudhatul Hasanah Asahan. To answer the problems mentioned above thoroughly and in depth, researchers used a qualitative method approach to the type of descriptive qualitative research. In accordance with these problems, the data collection techniques are carried out by researchers through in-depth interviews, observation and documentation. In this technique, the researchers did not actively participate in the activities of the organization or educational unit. In addition to confirming data validation, it is then examined through data triangulation, after the data is collected and analyzed in depth. From the results of the study it was concluded that all educational units under the auspices of YPRHA (Raudhatul Hasanah Educational Foundation) have their own systems for recruiting teachers. This was done to improve the quality of students at school. Where is MIS. Raudhatul Hasanah Asahan does not recruit teachers every year, it all depends on the needs, the selection is done for all the same prospective teachers, namely in-depth interview techniques and the requirements of prospective teachers are given in accordance with the needs of human resources.

Keywords: Human resource · Strategy recruitment · Selection

1 Introduction

The school is an institution or formal educational institution that is a means to carry out the education process. Schools are not only used as a gathering place for teachers and students but a complex and dynamic system. In addition, schools are a place to create educated human figures in accordance with the planned vision, mission and targets.

Efforts in improving the quality of education are very closely related to the issue of Human Resources. Therefore, the process of recruitment of human resources (HR) is very important and can only be obtained through effective recruitment efforts. Regarding accurate and ongoing information about the number and qualifications needed for various fields of work and for the development and achievement of the goals of an educational institution. Of course the recruitment carried out must be in accordance with the needs of the school, and the requirements determined by the school. So that the recruitment is done not only to fill the vacancy of employees or just get ordinary human resources (HR), but human resources (HR) who can be dedicated and professional in their fields so as to improve the quality of school education.

One important component that must be considered continuously in improving the quality of education is the teacher, because teachers in the educational context have a large role. The teacher is a person who directly confronts students in transforming science and technology, and at the same time educates the nation's children with constructive values.¹ Even as great as any curriculum is designed and as complete and sophisticated as any facilities owned by the key to the success of education in schools and madrasahs still determined by the teacher.²

Researchers chose Madrasah Ibtidaiyah Raudhatul Hasanah Asahan as a place of research because this school is a favorite school for the community around the school by proving that the number of applicants who enroll in the school is able to compete with the surrounding elementary elementary schools. The Islamic Elementary School or Madrasah Ibtidaiyah is managed by the Raudhatul Hasanah Asahan Education Foundation (YPRHA) and under the auspices of the Ministry of Religion Department of Asahan Regency which is a fairly long-standing and well-known foundation in the area of Kota Kisaran Timur District of Asahan Regency. which has several levels in it, such as PAUD, RA, MI, MDTA and MTs levels.

The Principal in this school has full authority to manage and manage the school independently including in recruiting and selecting teaching and educational staff from its inception in 2006 until now, with full delegation to the principal as the leader can manage everything properly and remain in synergy with school residents and remain communicative to the foundation's management.

One of the problems that often occur in recruiting educators is that sometimes there is a mismatch in the placement of personal tasks and functions, for example placing sports teachers based solely on the applicant's experience or talent and not based on the applicant's educational/ academic background. Based on the results of interviews with the Principal of the Madrasah Ibtidaiyah School Raudhatul Hasanah Asahan, Kisaran Timur District, he said that in the past three years the recruitment of educators had increased the qualifications of educator standards. Evidence on the recruitment of educators in 2010 from the number of registrants eight prospective educators there are still four high school graduates, and those accepted as new educators there is still one high school graduate (still in college) and one SI graduate, and recruitment in 2013 until now the number of applicants for prospective educators of all SI graduates and those accepted to be new educators have undertaken undergraduate education (SI or D-1V), this improvement in the qualifications of educators has an impact on teacher performance although on the other hand the recruitment of educators is sometimes not appropriate with an educational background. From the results of the explanation above, the recruitment of educators in the Madrasah Ibtidaiyah Raudhatul Hasanah Asahan District, East Kisaran City, namely in the placement of educators is not always based on the educational / academic background of the applicant, but there are other things that become guidelines for leaders in recruiting educators.

¹ Janawi, *Kompetensi Guru* (Bandung: Alfabeta, 2012), Issue II, Pg. 10

² Fauzi, *Menggagas LPTK Masa Depan: Ikhtiar Mengatasi Problem Pendidikan Di Indonesia*, Seminar Nasional Pendidikan Rekonstruksi Peran LPTK dalam Mewujudkan Guru Profesional yang diselenggarakan FTIK IAIN Purwokerto, 2016, Pg. 2

2 Literature Review

In an organization, both profit-oriented and non-profit, usually always expect quality in many ways. So we need a strategy to achieve the desired quality so that they are able to compete with other similar organizations.

Understanding strategy in the Big Indonesian Dictionary is war tactics, war tactics, a good place according to war tactics, careful planning of activities to achieve goals.³

Strategy is the process of determining a plan, method and effort made by the top leadership focused on long-term goals so that organizational goals can be achieved.⁴

Strategy can be interpreted as the main tips, ways and tactics that are systematically designed in carrying out management functions, which are directed at the strategic objectives of the organization.⁵

Based on the explanation above, it can be concluded that the strategy is an effort or tips from a plan carried out by the leadership that is designed systematically in carrying out management functions in order to achieve the desired organizational goals.

Recruitment of workers is a process of finding workers and encouraging and giving hope to them to apply for jobs at companies.⁶

Recruitment or Acceptance of educational staff is an activity to meet the needs of education staff in educational institutions, both in number and quality. For these activities withdrawal activities are required. According to T. Hani Handoko stated that "Withdrawal (recruitment) is the process of finding and binding prospective employees (applicants) who are able to apply as employees".⁷

According to Stoner, quoted by Sadili Samsudin stated, "The recruitment is the development of a pool of job candidates in accordance with a human resource plan", Recruitment is the process of gathering prospective holders of positions in accordance with the human resource plan to occupy a position or occupation certain.⁸

According to Anwar Prabu Mangkunegara recruitment is a process or action taken by the company to get additional employees through stages that include identification and sources of employee withdrawal, determine employee needs needed by the company, the selection process, placement and orientation of employees.⁹

Based on the above theory, it can be concluded that recruitment is a series of directed activities in order to obtain the expected human resources. In principle, the so-called employee recruitment is the process of finding, finding and attracting applicants to become employees at and by certain organizations. Furthermore, recruitment is also defined as a series of activities to find and attract job applicants with the motivation,

³ Sedermayanti, *Manajemen Strategi*, (Bandung: PT. Refika Aditama, 2014), Pg.2.

⁴ H. Hadari Nawawi, *Manajemen Strategik Organisasi Non Profit Bidang Pemerintahan*, (Yogyakarta: Gadjah Mada University Press, 2012), Pg.147.

⁵ Ismail Solihin, *Manajemen Strategik*, (Jakarta: Penerbit Erlangga, 2012), Pg. 25.

⁶ B. Siswanto Sastrohadiwiryono, *Manajemen Tenaga Kerja Indonesia Pendekatan Administrasi dan Operasional*, (Jakarta : Bumi Aksara, 2005), Pg. 138

⁷ T. Hani Handoko, *Manajemen Personalia dan Sumber Daya Manusia*, (Yogyakarta : BPFE, 2001), Pg. 69

⁸ Sadili Samsudin, *Manajemen Sumber Daya Manusia*, (Bandung : Pustaka Setia, 2006), Pg. 81

⁹ Anwar Prabu Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*, (Bandung : Remaja Rosdakarya, 2004), Pg. 33

ability, expertise and knowledge needed to cover the deficiencies identified in staffing planning.

Selection is an activity of selecting and determining applicants who are accepted or rejected to become employees. The whole concept of effective employee selection and placement can be expected to reduce employee turnover or turnover.

According to Handoko Selection is a series of activities used to decide whether a job applicant is accepted or rejected from the organization.¹⁰

The selection must be conducted honestly, carefully, and objectively so that the employees who are accepted are truly qualified to hold positions and carry out the work. With the implementation of good selection, employees who are accepted will be more qualified so that coaching, developing, and managing employees become easier.¹¹

According to Manullang careful selection and placement of employees makes them physically, mentally, and temperament according to the work they expect, making new employees can develop in accordance with their desires so that it will reduce the number of employees who are not in place. Selection includes the assessment and determination of candidates for occupation. The application of assessment, interviews, and reference checking is what is commonly used in making selection decisions. So, selection is the first attempt by an organization to get qualified and competent employees who will serve and do all the work in the organization.¹²

Based on the various references above, it can be concluded that selection is a process of selecting prospective workers who best meet the requirements set to fill the vacancy in the vacancy. Selection in this case is part of the recruitment process.

According to Hadari Nawawi (2000) in Danang Sunyoto (2018: 3) what is meant by human resources includes three meanings, namely:

- Human resources are people who work in an organizational environment, also called personnel, labor, employees or employees.
- Human resources are human potential as an activator of an organization in realizing its existence.
- Human resources are potentials that are assets and function as capital (non-material or non-financial) in business organizations, which can realize physical and non-physical potential in realizing organizational existence.¹³

Based on the above understanding, it can be concluded that human resources are individuals in the organizational environment or assets that are very valuable for each organization and make a major contribution to the organization as employees who work and act for the achievement of organizational goals.

3 Methodology

This research uses a qualitative approach. Qualitative is an approach in conducting research oriented to natural phenomena or symptoms. It is fundamental and naturalistic

¹⁰ T. Hani Handoko, *Manajemen Sumber Daya Manusia*, (Bandung: Alfabeta, 2001), Pg.127.

¹¹ *Ibid*, Pg 130

¹² Manullang, *Manajemen Personalia* (Jakarta : Ghalia Indonesia, 2001), Pg. 122

¹³ Danang Sunyoto, *Manajemen dan Pengembangan Sumber Daya Manusia*, (Jakarta:CAPS, 2018), Issue. III Pg.3

or natural in nature, and cannot be done in a laboratory, but in the field. Therefore, this kind of research is called naturalistic inquiry (naturalistic inquiry) or field study.¹⁴

Inductive qualitative research, researchers let problems arise from the data or left open for interpretation. Data were collected by careful observation, including descriptions in detailed contexts accompanied by notes from in-depth interviews, as well as the results of document analysis and notes. This method describes the conditions and situation of the research object in accordance with the conditions in the field. Data obtained from observations and notes from the results of in-depth interviews and supported by existing documents.¹⁵

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4 Results and Discussion

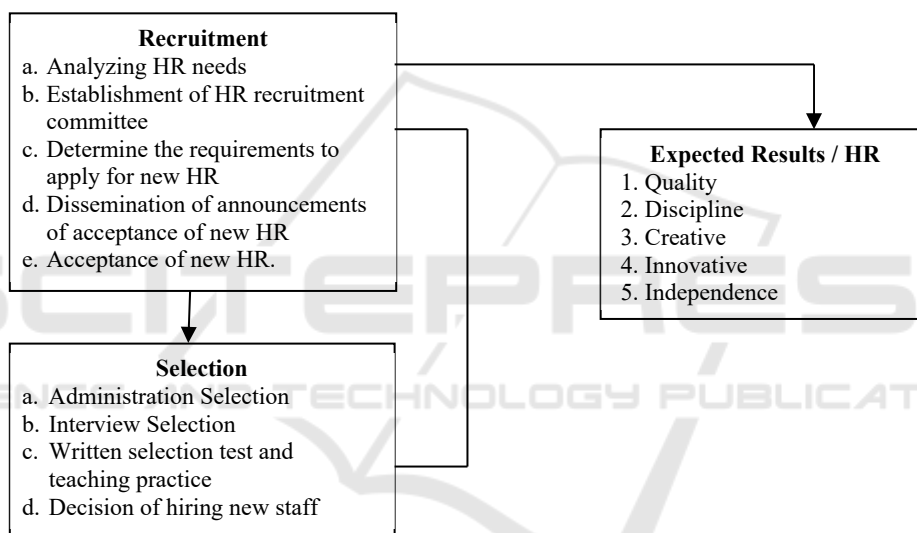


Fig. 1. HR Recruitment.

In accordance with the purpose of the study is to find out how the recruitment and selection strategy of HR in Madrasah Ibtidaiyah Raudhatul Hasanah Asahan In this study using analysis techniques and procedures that have been determined in the research method and pay attention to the process of the recruitment and selection implementation series. Related to the real conditions or phenomena that occur in the field, researchers try to explore by making direct observations based on the results of interviews that researchers have determined during the research of Madrasah Ibtidaiyah Raudhatul Hasanah Asahan. And then combining the data obtained from the recruitment and selection implementation documents in the Madrasah Ibtidaiyah. Data

¹⁴ Mahmud, *Metode Penelitian Pendidikan*, (Bandung: Pustaka Setia, 2011), Pg. 89

¹⁵ Nana Syaodih, *Metode Penelitian Pendidikan*, (Bandung: Rosda Karya, 2006) Pg. 60.

collected through interviews and documents are used as a basis for further analysis. A careful planning is needed in every activity that will be carried out. We cannot expect the activities that we will carry out to run smoothly and can achieve our goals without good planning. Planning is a preparatory step in implementing a job to achieve certain goals. The process of preparing a plan that must be considered is preparing everything needed to achieve the goal, namely by collecting data, recording and analyzing data, and formulating decisions. Before the recruitment was carried out, the Madrasah Ibtidaiyah Raudhatul Hasanah Asahan prepared the plan, what was done was job analysis and job analysis. Both of these analyzes are carried out to get data about what formations are blank.

How many human resources / employees are needed, and to determine the minimum requirements that need to be owned by prospective employees. In carrying out this job analysis the foundation gave the mandate to the school principal to report if there was a shortage of employees. After the reports from each madrasa were collected, the chairperson of the Raudhatul Hasanah Asahan Education Foundation recommended the personnel department to form a recruitment committee.

Based on the results of interviews with the chairman of the Raudhatul Hasanah Asahan Education Foundation the implementation of recruitment and selection of human resources in Madrasah Ibtidaiyah Raudhatul Hasanah Asahan was fully handed over to the school but confirmed to the foundation that there was a vacancy of educators.

Implementation of recruitment of new human resources is usually carried out at the beginning of each new school year, but if at the beginning of the new school year there is no vacancy of teaching staff then the implementation of recruitment will be carried out when there is a vacancy of teaching staff. Based on the results of the interview with the head of Madrasah Ibtidaiyah Raudhatul Hasanah Asahan in preparation for the implementation of HR recruitment, the School formed a recruitment committee. After the formation of the committee was formed, the committee held a meeting to review the regulations relating to the recruitment and selection of new educators as well as the establishment of registration procedures.

The procedures and procedures for receiving HR in Madrasah Ibtidaiyah Raudhatul Hasanah Asahan are as follows: Submitting Application for Job Application with administrative requirements / attachments required such as application letter, curriculum vitae, passport photo, photocopy of identity card, photocopy of diploma and transcript, photocopy of certificates owned, photocopy of work experience references. The next step after the submission of several requirements, namely the applicant must go through a selection phase such as administrative selection, interviews, written tests and teaching practice, then it is decided to accept new HR.

5 Conclusions

From the research conducted by the author with the title Human Resource Recruitment Strategy in Madrasah Ibtidaiyah Raudhatul Hasanah Asahan it can be concluded that the recruitment and selection process in these schools is good enough in all recruitment activities of teaching and education staff starting from determining the needs until the acceptance decision has been implemented, but not implemented optimally.

The recruitment and selection of human resources in Madrasah Ibtidaiyah Raudhatul Hasanah Asahan consists of several activities, namely:

1. The process of recruitment of human resources in Madrasah Ibtidaiyah Raudhatul Hasanah Asahan includes several activities, among others.
 - a. Analyzing HR needs
 - b. Establishment of HR recruitment committee
 - c. Determine the requirements to apply for new HR:
 - d. Dissemination of new HR announcement announcements:
 - e. Acceptance of new HR.
2. Selection of human resources in Madrasah Ibtidaiyah Raudhatul Hasanah Asahan includes several stages of selection types including:
 - a. Administration Selection
 - b. Interview Selection
 - c. Written selection test and teaching practice
 - d. Decision of hiring new staff

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