

Recruitment and Selection of Honorary Teachers at Senior High School Sungai Aur in West Pasaman Regency: Improving Systems for Educational Excellence

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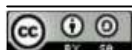
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ABSTRACT

This study aims to analyze the recruitment and selection processes for honorarium teachers at Senior High School (SHS) Sungai Aur, West Pasaman Regency, with a focus on their alignment with established theories and best practices. Utilizing a qualitative approach, data were collected through direct observations and semi-structured interviews with principals, vice principals, teaching staff, and school committee members. The findings reveal that the current recruitment system does not fully comply with theoretical frameworks. Specific gaps were identified in three critical areas: the socialization of opportunities, the selection process, and the announcement of results. Interviews emphasized the pivotal role of principals and committees in fostering transparent and collaborative communication to align recruitment decisions with institutional goals. However, challenges such as ineffective communication strategies, inconsistencies in candidate evaluations, and a lack of transparency in announcements were found to hinder the effectiveness of the recruitment process. The results highlight the need for a more structured and theory-driven approach to improve the selection and development of competent educators. These findings provide valuable insights into enhancing recruitment frameworks, which are essential for achieving institutional and national educational objectives.

Keywords: *Teacher recruitment, Honorarium teachers, Qualitative study, Human resource management, West pasaman.*



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INTRODUCTION

Schools serve as fundamental platforms for acquiring knowledge and fostering the development of educated and resourceful individuals. They play a pivotal role in shaping citizens with the character and skills envisioned by the government for the "Golden Generation of 2045". To achieve this, educational institutions must cultivate high-quality human resources capable of producing future leaders of Indonesia, aligning with the national vision of realizing a Golden Indonesia by 2045 (Indonesian Ministry of Education, 2020; UNESCO, 2015). The success of educational institutions is intrinsically linked to the caliber of their teaching staff and education personnel, as the quality of educational outcomes depends heavily on the presence of competent and dedicated human resources (Sutrisno, 2019). Thus, recruitment and development processes in these institutions must be strategically designed to ensure alignment with national education goals.

The implementation of the Merdeka Curriculum emphasizes the importance of fostering student character and competence. Achieving this objective requires educators and

education personnel of exceptional quality who can effectively deliver the curriculum. Consequently, educational institutions must prioritize recruitment and selection processes to identify and hire individuals with the necessary qualifications and dedication. Recruitment and selection are interconnected and critical stages within an organization, particularly in education. These processes aim to identify candidates whose skills and values align with the institution's needs, thereby enhancing productivity and organizational performance (Roberts, 2021; Dessler, 2020). For instance, a study on teacher and staff recruitment at Senior High School (SHS) Sungai Aur, West Pasaman Regency explores how these processes can be optimized to address specific educational demands and challenges.

In summary, the recruitment and selection of educators and education personnel play a crucial role in creating a strong foundation for Indonesia's educational aspirations. Effective recruitment strategies ensure that institutions acquire competent and dedicated professionals who contribute significantly to achieving the goals of the Merdeka Curriculum and preparing students for the challenges of the Golden Generation of 2045. This study aims to analyze and enhance the recruitment processes at SHS Sungai Aur, West Pasaman Regency to ensure the effective realization of these objectives, contributing to a robust and sustainable education system.

LITERATURE REVIEWS

Human resources are essential assets for companies, serving as the foundation for organizational growth and success. Reliable and competent human resources are critical for ensuring a company can operate effectively and compete in today's dynamic economic environment. Effective human resource management, encompassing recruitment, selection, and development, is fundamental for achieving a company's vision, mission, and strategic goals (Halisa, 2011). Recruitment and selection are particularly significant, as they ensure the acquisition of competent individuals who align with organizational objectives. Competence, defined as a characteristic directly influencing an individual's skills, abilities, and job performance, is pivotal in enhancing productivity and contributing to a company's success (Halisa, 2011).

In educational settings, recruitment processes play an equally vital role. An efficient recruitment system involves several stages, including planning, implementation, and monitoring. Planning entails determining the number of educators needed, identifying required qualifications, and allocating the necessary budget. Implementation includes distributing announcements, screening applications, conducting tests and interviews, and finalizing selection decisions. The monitoring stage ensures fairness and transparency throughout the recruitment process. In Indonesia, recruitment practices differ between public and private schools. Public schools follow government-regulated procedures for hiring civil servant teachers, while private schools conduct recruitment through foundations and principals, resulting in non-civil servant teachers (Azizah *et al.*, 2022).

Effective teacher recruitment is instrumental in improving the quality of education, which in turn influences the progress of a nation. High-quality education, delivered by professional educators, is crucial for fostering an intelligent, democratic, and innovative society. Continuous educational reforms aim to enhance the quality of human resources,

which directly impacts the nation's development and global competitiveness (Nazil *et al.*, 2023). Professional development programs further strengthen educators' content knowledge and teaching pedagogy, significantly improving student outcomes (Ottem *et al.*, 2017). Teacher recruitment systems also contribute to the overall success of educational institutions. Comprehensive and transparent systems, which meet the needs of both prospective teachers and recruitment committees, ensure the selection of qualified and professional educators. These systems support institutions in achieving their strategic objectives and enhancing educational quality (Nikolaou, 2021). The theories discussed emphasize that the success of educational institutions relies not only on student outcomes but also on the quality of their educators. Recruitment practices and the development of professional teachers are key determinants of institutional success and student achievement (Agia & Sudrajat, 2023; Jacob, 2016). In conclusion, recruitment and selection processes, combined with professional development, are critical components of human resource management in education. They play a vital role in creating competent educators who contribute significantly to the progress of institutions and the nation at large. By investing in these systems, schools and educational organizations can ensure the delivery of high-quality education that aligns with national and global standards.

METHODS

This study employs a qualitative approach to gather in-depth and context-specific information relevant to the study. Several systematic steps were taken to ensure the accuracy and reliability of the data. First, direct observations were conducted at senior high schools in the West Pasaman Regency to understand the recruitment processes of honorarium teachers in their natural settings. Second, semi-structured interviews were held with key stakeholders, including principals, committee members, and representatives involved in the recruitment process. These interviews provided valuable insights into their perspectives, experiences, and practices.

The study was carried out under actual conditions to capture a realistic and comprehensive understanding of the recruitment dynamics. The data collected consisted primarily of qualitative information, making the use of qualitative methods both appropriate and effective for achieving the study objectives. This approach enabled the exploration of underlying themes, patterns, and relationships, which are essential for addressing the study questions and drawing meaningful conclusions. The qualitative methodology was chosen for its relevance and flexibility in analyzing complex social phenomena related to teacher recruitment in the West Pasaman Regency.

RESULTS

This study was conducted systematically in stages to ensure the collection of accurate and comprehensive data. Interviews were carried out with key stakeholders, including the principal, vice principals, teaching staff, and school committee members. These informants were selected based on their expertise and involvement in teacher recruitment processes,

ensuring the data collected was both relevant and aligned with the study objectives. The selection of competent and knowledgeable informants allowed the researchers to gain deeper insights into the practices and challenges related to the recruitment of honorarium teachers in senior high schools in West Pasaman Regency.

During the interview process, informants provided detailed information regarding the steps and considerations involved in recruitment. Key findings were identified, interpreted, and analyzed in the context of the study objectives, leading to meaningful results and discussions. For instance, the curriculum deputy revealed that the principal plays a crucial role in facilitating communication between the teaching staff and the school committee. This collaborative effort ensures that recruitment decisions are aligned with institutional needs and policies. Furthermore, the interviews highlighted the importance of transparent and participatory communication between stakeholders. The principal, in consultation with the teachers' committee, carefully assessed the current educational needs and planned recruitment strategies accordingly. The findings suggest that the recruitment process involves a shared responsibility among administrators and committee members, ensuring that the selection of honorarium teachers supports the school's goals and enhances the quality of education provided.

These results underscore the effectiveness of a collaborative approach in managing teacher recruitment and the importance of selecting individuals with relevant expertise to guide decision-making processes. By engaging stakeholders at different levels, the recruitment process becomes more robust, transparent, and aligned with institutional objectives. This collaborative framework is a critical component in addressing the challenges and optimizing the outcomes of honorarium teacher recruitment in the Regency.

CONCLUSION

Based on the findings of this study on the recruitment and selection processes of teachers and education personnel at SHS Sungai Aur, West Pasaman Regency, it can be concluded that the current recruitment system does not fully align with established theories and best practices in employee recruitment. Key areas requiring improvement include the socialization phase for potential applicants, the selection process, and the announcement of successful candidates. The study highlights gaps in the recruitment framework, such as insufficient communication strategies during the socialization phase, which may limit the pool of qualified applicants. Furthermore, inconsistencies in the selection process could hinder the identification of the most competent educators. The final announcement stage also lacks the transparency and efficiency required to ensure confidence among stakeholders. These findings underscore the need for a more structured, transparent, and theory-driven recruitment system to enhance the effectiveness of teacher recruitment in West Pasaman. By adopting best practices in recruitment and aligning procedures with established models, schools can improve the quality of their educational workforce, which is essential for achieving institutional and national educational goals. This study contributes valuable insights to the ongoing efforts to optimize teacher recruitment processes and ultimately improve the quality of education in the region.

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