

C4. Recruitments Evaluation of Head School Candidates in Education Foundation Darul Mujahidin NW Mataram

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Recruitments Evaluation of Head School Candidates in Education Foundation Darul Mujahidin NW Mataram

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Abstract

The purpose of this study is to describe the recruitment evaluation of head school candidates in Education foundation Darul Mujahidin NW Mataram, starting from the evaluation aspects of planning, organizing, implementing, and monitoring and evaluation. The research method used is descriptive qualitative. Data collection techniques carried out through interviews, observation, and study of documentation. Data analysis techniques used are 1) data reduction, 2) data presentation, 3) conclusion or verification. Based on the results of this study it was concluded that 1) Planning for recruitment of head school candidates was carried out by the Chairperson of the foundation together with the Foundation's management through a foundation meeting or deliberation in order to prepare decisions and policies relating to the recruitment planning and selection of prospective principals, 2) Organizing the recruitment of head school candidates to determine the duties and authority, and the recruitment implementation team through a special meeting and closed the foundation, 3) Implementation of recruitment of of head school candidates by the Foundation board as an analysis of needs and as a person responsible for the implementation of activities, namely administrative selection, and academic selection. Whereas the Chairperson of the foundation as the policy maker determines the graduation or appointment and issuance of a decree on the appointment of school principals, and 4) Monitoring and Evaluation is carried out by the Chairperson of the foundation in accordance with his authority, such as: The Chairperson of the Foundation plays a role in overseeing the planning of needs, supervision of administrative selection, supervision of academic selection, and supervision foundation board meeting to determine the appointment of the principal.

Keywords: Recruitment; Headmaster; Foundation

Introduction

The principal is a functional teacher who is given additional duties to lead a school institution. The principal's job is to be an educator, manager, administrator, supervisor, leader, innovator and motivator. In addition, the duties and responsibilities of school principals in improving teacher professionalism can include the implementation of activities or the implementation of managerial functions, ranging from planning, organizing, implementing, and supervising. To be able to carry out these tasks and responsibilities, school principals are required to master a number of competencies or managerial abilities. Operationally the school principal is the person most responsible for planning, coordinating, mobilizing, and aligning all school resources and can evaluate them strategically and tactically in achieving goals.

As stated in the Ministry of National Education Decree No. 13 of 2007 stated that a principal / madrasa is expected to have personality, managerial, entrepreneurship, supervision, and social competence. In reality, not all school / madrasah principals fully master all competencies. There is a tendency for principals to master only a few competencies. This is evidenced by the results of a recent survey by the Ministry of National Education, that after a competency test was conducted, the results of 250 thousand school principals in Indonesia were 70% incompetent. Based on the results of the competency test, almost all school principals are weak in managerial and supervision. Even though these two competencies are the power of the principal to manage the school well (Suhardiman, 2012: 17).

In reality, since the implementation of regional autonomy, the appointment of school principals has become the full authority of the regional and city governments. The delegation of authority on the one hand is good, because the regional government will better know the eligibility of teachers to be promoted as school principals. But on the other hand it's not good enough. Political considerations are sometimes the most dominant of a teacher appointed as the principal. As a result of all that the performance of the principal is not good. During this time the principal recruitment system that occurs in several regions has not fully put forward the principles of professionalism, but more nuanced politics and interests. In fact, the recruitment of principals in the decentralization era depends on the wishes of the regional and city governments, which do not prioritize the principles of professionalism. As a result, when serving as headmaster the school did not have the expected competence. Whereas the headmaster is a professional position that must prioritize academic principles in realizing the quality and quality of education in the school he leads. This is in accordance with the opinion of Mulyasa (2011: 18) the number of school principals that still does not meet the standards, is inseparable from the process of recruitment and appointment of school principals in a number of areas that are direct appointment in a hurry. The process from the teacher to become a principal is only a few days, even a few hours through the usual selection such as CPNS selection.

These problems are caused by the system of recruiting and selecting prospective principals that are not in accordance with applicable regulations and those stipulated in Permendiknas No. 13 of 2007 concerning qualifications and competency standards for principals / madrasas, Permendiknas No. 28 of 2010 concerning the Assignment of Teachers as Principals / Madrasas, and Ministry of Religion Ministerial Regulation No. 58 of 2017, about the headmaster of a Madrasa that should be owned by a school principal. The presence of this education regulation, contains messages and mandates, that schools must be led by people who are truly legal and competent.

In essence recruitment is a process of getting qualified staff (principals), therefore recruitment must be carried out properly, in accordance with applicable regulations, because recruitment plays an important role in producing good and competent school principals in order to fill available formations. To produce principals who are well performing, committed to tasks, productivity, and high quality, it must start from the recruitment system of good prospective principals including planning, process and evaluation.

Based on information obtained from several school principals, and the teacher council through interviews, that the recruitment and selection of prospective principals in the Darul Mujahidin NW Mataram Education Foundation is based on the policy of the foundation's chairman through appointment with several criteria, namely certified teachers, senior teachers, and teacher who has a long service period. From the results of the interview the researchers concluded that there were some problems in the implementation of the recruitment and selection system for school principals at the Darul Mujahidin NW Mataram Education Foundation. First, in the planning of human resources related to the recruitment and selection of the foundation there was no specific programmed planning and budgeting, in the foundation's work program, because the foundation makes a plan as well as its implementation if there is a principal who stops and retires. Second, organizing, in this case the foundation will identify teachers who are in accordance with predetermined prospective principals' criteria, then will appoint the person to carry out the task by issuing an assignment decree as principal of the foundation within the designated time period. Third, the implementation, in this activity the foundation will give the committee decree and direction to the organizing committee before the implementation of the task begins so that the activities can be carried out properly in accordance with the duties and functions. Fourth, supervision, in this activity must have clear standards of supervision by the committee or the foundation so that the activity can be well controlled so that no obstacles or problems occur during the activity, but from the interim analysis there is no standard of supervision in the form of technical guidelines or documents the other.

In the process of recruiting prospective principals, the implementation has not been in accordance with the implementation according to Permendiknas No. 13 of 2007 concerning the qualifications and competency standards of school / madrasah principals, Permendiknas No. 28/2010, regarding the assignment of Teachers as Principal / Madrasah, and Ministry of Religion Ministry of Religion Regulation No. 58 of 2017, regarding the head of Madrasah, this means that in the Darul Mujahidin Education Foundation NW Mataram has not used the two Permendiknas.

Darul Mujahidin Education Foundation NW is a private school that has a variety of achievements, both academic and extracurricular achievements so that this school also has Accreditation B. Accreditation is a process of assessing the quality of schools, and a description of the state and performance of schools, and to find the level of eligibility of a school in organizing education, as a basis that can be used as a guidance and development tool in order to improve the quality of education in schools. This has a great influence on people's trust and interest.

With this in mind, this study seeks to obtain a picture of how the implementation of recruitment management and selection of prospective principals in the Darul Mujahidin NW Mataram Education Foundation in an effort to improve the quality of education, with the hope that the school will become a quality and quality educational institution that is managed professionally. In this description the author feels the need to find and study more closely related to the implementation of the recruitment and selection of prospective principals in the Darul Mujahidin NW Mataram Education Foundation.

Literature Review

Recruitment

Recruitment is a series of activities to find and entice applicants to work with the motivation, ability, expertise, and knowledge needed to cover the deficiencies identified in scholarship planning (Simamora, 2006: 170). Recruitment is looking for and getting quality applicants for companies to fill vacant positions (Schuler, and Werner, 2010: 242). Recruitment is an important activity, because the greater the number of applicants the more selective the people you can appoint (Dessler, 1992: 135-136).

Recruitment is part of the employee procurement process which includes: determining, selecting, obtaining, and placing the people needed to meet operational plans (Iswanto, 2012: 34).

As a result, recruitment does not only attract someone's sympathy or interest to work for the company or organization, but to increase the likelihood of retaining them after work. So basically recruitment is an effort made to obtain the human resources needed to fill certain positions that are still vacant. In addition recruitment is an effort to regulate the composition of human resources in a balanced manner in accordance with the guidance through selection by an organization or company. Recruitment (recruiting) is the process of finding and 'binding' prospective employees (applicants) who are able to apply as employees (Handoko (2011: 69).

The recruitment process starts when applicants are sought and ends when their applications are submitted. The result is a collection of job seekers from which new employees are selected. Recruitment is the process of finding, finding and attracting capable applicants to be employed in and by an organization (Siagian, 2010: 102). Thus, it was concluded that recruitment is the process of finding, influencing, finding and attracting as many prospective employees as possible who meet the competency requirements to meet current and future workforce needs.

Selection

Selection is the first effort that must be done by a company to get qualified and competent employees who will serve and do all the work in the company (Hasibuan, 2013: 46). Selection is the process by which an organization chooses from a list of applications the person or person who best meets the selection criteria for the position available, considering current environmental conditions (Ivancevich, 2007: 214). Selection is the activity of determining and selecting workers who meet the established criteria (Sedarmayanti, 2013: 113). The purpose of the selection is to decide whether an applicant is accepted or not. The selection process depends on three important inputs: 1) information on job analysis, 2) human resource planning, and 3) recruitment.

According to Rivai and Sagala (2011: 159) selection is an activity in HR management that is carried out after the recruitment process is completed. This has gathered a number of applicants who meet the requirements to then be selected which are designated as employees in a company. This selection process is called selection. Selection is the process of getting and using information about job applicants to determine who should be accepted to occupy short-term and long-term positions (Schuler and Jackson, 1997: 276).

Based on the above theory, it can be concluded that selection is an attempt by the company to determine and choose qualified and competent human resources who will be employed as employees in a company to carry out the company's tasks within a certain period of time.

Principal

The principal is a functional position in the field of education, which has a strategic position in the administration of education because the back and forth of the school is very dependent on the expertise of a principal in leading the institution. The principal is one of the education components that has the most role in improving the quality of education (Mulyasa, 2007: 24). The School Principal is responsible for organizing education, school administration, fostering other education personnel, utilizing and maintaining facilities and infrastructure as well as supervisors at the school he leads. School Principal is a functional teacher who is given the task to lead a school where teaching and learning process is held,

or a place where interaction occurs between the teacher who gives lessons and students who receive lessons (Wahjosumidjo, 2005: 83).

From the definition above, simply the understanding of the Principal is A functional teacher who is given the task to lead a school where teaching and learning processes are held or where interactions occur between the teacher giving the lesson and the student receiving the lesson. With this the Principal can be called as a leader in the education unit whose job is to run the management of the education unit they lead.

Methodology

This research is a qualitative descriptive study. Qualitative research is research that intends to understand the phenomenon of what is experienced by research subjects, behavioral behaviors, perceptions, motivations, actions, etc., holistically and by means of descriptions in the form of words and language, in a natural context and by utilizing various natural methods (Moleong, 2009: 6). This research was conducted at the Darul Mujahidin NW Mataram Education Foundation located in the city of Mataram. Primary data used were obtained through interviews with informants (head of the foundation, several school principals and several teachers). Secondary data used is data that has been processed in the form of publications, such as the results of documentation of activities, written rules and others.

Data collection techniques are a method used by researchers in obtaining and collecting data contained in the field. To obtain the expected data, the researchers in this case conducted a study using several data collection techniques, namely: interviews, observation, documentation, and triangulation. This study uses an interactive model proposed by Miles and Huberman, namely data reduction, data display, and conclusion drawing / verification. To check the validity of the data in this study is to follow the criteria applied by Sugiyono (2010: 366) states that the data validity test in qualitative research includes tests, credibility (interval validity), transferability (external validity), dependability (reliability), and confirmability (reliability) objectivity).

Result and Discussion

1. Planning for Recruitment of head school candidates at Darul Mujahidin NW Education Foundation in Mataram

Planning is the initial action in managerial activities in every organization. Planning for the school principal recruitment program at the educational foundation darul mujahidin NW mataram is carried out by the Chairperson of the Foundation together with the Foundation Managers. The planning carried out by the Chairperson of the Foundation is calling the members of the foundation's management to hold a meeting with the foundation's management in preparing decisions and policies regarding the planning of recruiting prospective principals as well as chairing meetings, and determining graduation / appointment, and issuance of school principal's decree. While the planning undertaken by the Foundation Management is to attend a foundation meeting, as an organizer of activities such as the projected needs of each institution, administrative selectors, and academic selectors.

Based on the results of the research above, the recruitment activities carried out by the Chairperson of the Foundation together with the Foundation Management are well-thought out and well planned. Planning is done to avoid the occurrence of unwanted failures by the Chairperson of the

Foundation because the recruitment planning is carried out with a job analysis to avoid mistakes during recruitment. This is in line with the opinion of Hanafi, (2003: 110). Planning can minimize the risk or uncertainty of an action. By assuming certain conditions in the future, and analyzing the consequences of each action, uncertainty can be reduced, and success has greater probability.

Planning at Darul Mujahidin NW Mataram Education Yayasan is the efforts of the Chair of the Foundation in order to prepare decisions and policies relating to the recruitment and selection of prospective principals, namely projected needs, promotion of positions / cadre, orientation and placement, training and development, performance appraisal, compensation, and dismissal / retirement. So that in the implementation of human resource development management functions will achieve the results and goals of the foundation organization in accordance with the vision and mission of the foundation's institution concerned.

Human resource planning according to Bella and Scott in Armstrong (2006: 363), namely the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements (the process of ensuring that the human resource requirements of an organization is identified and planned to meet the requirements). While Ranupandojo, (1996: 22) said that one of the characteristics of good planning is that the plan must always be improved (updated) in accordance with the development of situations and conditions that are always changing. As data obtained from the Chairperson of the Foundation, several school principals and several teachers from the Yayasan Education Darul Mujahidin NW Mataram, are as follows:

- a. This needs projection includes planning the needs of the principal and planning the budget needs for the preparation of the principal. Planning for the needs of school principals is based on data of retired principals, resigners, school principals who are dismissed due to certain reasons.
- b. Promotion of positions / cadres of prospective principals is done to provide opportunities or opportunities for educators in developing their abilities and careers.
- c. The orientation was carried out specifically for the principals who were appointed from PNS teachers who were seconded in foundation institutions.
- d. Training and Development, in an effort to strengthen and develop professional competence and develop the professionalism of principals.
- e. Performance Evaluation is the process of evaluating school principals who have contributed to the achievement of organizational goals.
- f. Compensation is anything that is received or given to the principal after carrying out the tasks or activities of the organization.

Dismissal of the principal is done by considering various factors, such as the principal's term of office has ended, and the retirement period.

2. *Organizing the Recruitment of head school candidates at Darul Mujahidin NW Education Foundation in Mataram*

Organizing in an institution is the second function of management after planning. This is done to determine who is involved and has authority in the foundation's organizational structure. Organizing the recruitment of prospective principals in the Yayasan Education Darul Mujahidin NW Mataram is organized by the head of the foundation by calling on the foundation's board to carry out a meeting with other foundation board members to discuss the preparation for the appointment of the principal. The organization was carried out specifically and closed in the meeting of the foundation management membership meeting at the Yayasan Education Darul Mujahidin NW Mataram, where the foundation's board was responsible for carrying out the appointment of prospective principals. The process of organizing the recruitment of prospective principals by the head of the foundation and the board of trustees as follows: 1) accepting proposals from school principals from teachers, and principals, 2) identifying and analyzing prospective principals based on the criteria and requirements of the foundation. 3) directly appoint prospective principals based on the results of the foundation management meeting with the approval of the foundation chairman.

Based on the organization in the recruitment of prospective principals in the Yayasan Education Darul Mujahidin NW Mataram the division of tasks or work planned and carried out by each member of the board of trustees according to their duties. This is in accordance with the opinion of Ulber Silalahi in the book Imam Musbikin (2012: 60). Organizing is the division of work that is planned to be completed by the members of the work group, determining the employment relationships between them and providing the appropriate work environment. Meanwhile according to Hasibuan, (2013: 22). *Organizing is an activity to organize all employees by determining the division of labor, work relations, delegation of authority, integration, and coordination in the organization chart (organization chat). The organization is a means to an end. With a good organization will help realize the objectives effectively.*

The division of tasks for foundation organizations should be carried out proportionally, by compiling and structuring tasks into organizational components, so that all work can be divided according to the competencies possessed and can be done in accordance with their respective expertise.

3. *Implementation Of Recruitment of Head School Candidates at Darul Mujahidin NW Education Foundation in Mataram*

Basically the implementation of the recruitment of prospective principals in the Darul Mujahidin Education Foundation NW Mataram has their respective roles, namely: the foundation's management plays the role of analyzing the needs and responsibility of the implementation of the foundation organization and the chair of the foundation as the policy maker determining graduation or appointment and issuance of SK assignments for appointment the principal in recruiting prospective principals at the Darul Mujahidin Education Foundation NW Mataram. This is in accordance with Abdullah's opinion, (2014: 200) employees and managers each have the responsibility in carrying out the work to achieve a performance that has been determined and mutually agreed.

In implementing the recruitment of prospective school principals, the chairperson of the foundation must be objective and wise in using his authority or prerogative rights in making decisions on the appointment of school principals in order to obtain qualified, competent, and professional principals. This is in accordance with the opinion of Handoko, (2001: 69) to have a quality school principal highly dependent on the quality of the recruitment process. The better the process, the greater the chances of getting individuals who are very qualified according to what is expected by the school

institution. Recruitment which is an activity to meet the needs of teaching and educational staff in educational institutions, both in number and quality, for these activities required withdrawal activities whose recruitment process involves management functions to achieve effective and efficient recruitment.

The implementation of the recruitment of prospective principals in the Education Foundation Darul Mujahidin NW Mataram as follows: the role of the foundation's board as an analyzer of the needs of the principal for a period determined by the foundation that is a period of four years to come and a short period of time that is a period that is not determined (suddenly or suddenly).

This analysis is used as a standard projection of the needs of principals that must be prepared appropriately and quickly so that the needs of the principal can be met. The analysis was compiled based on data needs and the formation of vacant positions at each level of each school through the nomination of teachers, and school principals. The next step, determine the source and method of recruitment. For this source and method of recruitment the management of the foundation divides into several sources and methods, namely internal sources including prospective principals from the deputy headmaster, and foundation teachers. Whereas for external sources namely prospective principals from PNS teachers who are seconded by the Ministry of Religion of the City of Mataram to serve in the foundation.

The next stage after the projected needs analysis is the proposal of a teacher or vice-principal as a prospective principal. The proposal for the teacher starts with oral information from the foundation's management to each respective institution, identification of potential teachers or vice-principals, and proposals for prospective principals. Potential teachers or vice-principals can be nominated to become prospective principals to the Chair of the foundation through the Foundation Management by the school principal.

The next stage is administration selection through the assessment of the completeness of documents or has fulfilled special requirements determined by the foundation such as; 1) commitment and loyalty to foundation institutions, 2) *samiqna wa'atoqna* (listening to and following the foundation chair's policy), and requirements from PMA RI No. 58 of 2017, article 11 paragraph 1, such as; 1) Bachelor academic qualifications (SI), 2) professional certification, 3) four years, teaching experience, 4) Islam, and 5) have the ability to read and write the Qur'an, and also supported with other administrative documents.

Next, an academic selection is carried out, namely an interview test related to; 1) assessment of performance commitment, 2) assessment of loyalty to the foundation, and 3) assessment of leadership potential. From these three forms of assessment information will be obtained relating to the competencies held by prospective principals that make it possible to carry out the main tasks, functions and responsibilities of school principals in developing and advancing foundation educational institutions in accordance with what is expected by foundation institutions.

The final stage is the determination of graduation through a process of meeting of the foundation's management together with the chairman of the foundation, then the results of the meeting are used as consideration material by the chairman of the foundation for the appointment of the principal. Furthermore, the issuance and issuance of a Letter of Appointment (SK) assignment assignment to school principals who have fulfilled the qualifications, requirements and competencies to get additional duties as school principals. The Decree of Decree (SK) of the appointment task will be copied to the Office of the Ministry of Religion of Mataram City.

4. *Supervision And Evaluation of Recruitment of Head School Candidates at Darul Mujahidin NW Education Foundation in Mataram*

Supervision has an important role or position in controlling the implementation of the recruitment of prospective principals in an institution or organization, namely to avoid the possibility of fraud or deviation from the objectives to be achieved. Through supervision is expected to help run the policies of the organization that have been set to achieve the planned goals effectively and efficiently. In fact, through supervision will be known to what extent the work has been carried out based on procedures established by the organization. Thus the supervision has a function to oversee all activities so that it is directed to the target, so that the goals set can be achieved.

At the Darul Mujahideen Education Foundation NW Mataram the recruitment of prospective principals is well controlled, starting from the projection of needs, administrative selection, academic selection, and determining the graduation / appointment of the school principal, with a view to obtaining quality and professional principals as expected by the organization. Supervision of recruitment of prospective principals in the educational foundation darul mujahidin NW mataram is carried out by the Chairperson of the Foundation in accordance with his authority, such as: Chairperson of the Foundation plays a role in overseeing the projected needs, then supervising administrative selection namely file sorting and determination of requirements, followed by supervision of academic selection namely interview tests , as well as oversight of the foundation board meeting in determining the appointment of the principal.

Supervision of the recruitment of prospective principals in the educational foundation darul mujahidin NW mataram, carried out by the Chair of the Foundation. The purpose of this supervision is to find out the realization of the implementation and work results of the recruitment of prospective principals conducted by the foundation's management. The results of these activities, will be evaluated by the chairman of the foundation to find out the extent of the success of the work carried out by the foundation's management, then it is then used as a feedback (feedback) for the foundation's management in organizing and improving and perfecting the principal's director system better at times which will come. This is in accordance with the opinion Musbikin, (2012: 62). Supervision and efficiency can be interpreted as one of the activities to determine the realization of the behavior of personnel in educational organizations and whether the level of attainment of educational goals is in accordance with what is desired, then whether there needs to be improvements. Chatab (2007: 79) confirms that in response to the control and repair functions, improvement activities are immediately implemented to increase effectiveness and efficiency. The activity was evaluated on two dimensions, namely the realization of the implementation and the dimensions of the work.

Conclusion

Based on the results of this study the researchers concluded that 1) Planning for recruitment of head school candidates was carried out by the Chairperson of the foundation together with the Foundation's management through a foundation meeting or deliberation in order to prepare decisions and policies relating to the recruitment planning and selection of prospective principals, 2) Organizing the recruitment of of head school candidates to determine the duties and authority, and the recruitment implementation team through a special meeting and closed the foundation, 3) Implementation of recruitment of of head school candidates by the Foundation board as an analysis of needs and as a person responsible for the implementation of activities, namely administrative selection, and academic selection. Whereas the Chairperson of the foundation as the policy maker determines the graduation or appointment

and issuance of a decree on the appointment of school principals, and 4) Monitoring and Evaluation is carried out by the Chairperson of the foundation in accordance with his authority, such as: The Chairperson of the Foundation plays a role in overseeing the planning of needs, supervision of administrative selection, supervision of academic selection, and supervision foundation board meeting to determine the appointment of the principal.

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