



REPUBLIK INDONESIA
KEMENTERIAN HUKUM DAN HAK ASASI MANUSIA

SURAT PENCATATAN CIPTAAN

Dalam rangka perlindungan ciptaan di bidang ilmu pengetahuan, seni dan sastra berdasarkan Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta, dengan ini menerangkan:

Nomor dan tanggal permohonan : EC00202003939, 29 Januari 2020

Pencipta

Nama : **Mochamad Iskarim, S.Pd.I., M.S.I**
Alamat : Kepatihan RT.02 RW.02 Tersono, Kab. Batang, Jawa Tengah ,
Kabupaten Batang , Jawa Tengah, 51272
Kewarganegaraan : Indonesia

Pemegang Hak Cipta

Nama : **Mochamad Iskarim, S.Pd.I., M.S.I**
Alamat : Kepatihan RT.02 RW.02 Tersono, Kab. Batang, Jawa Tengah ,
Kabupaten Batang , Jawa Tengah, 51272
Kewarganegaraan : Indonesia
Jenis Ciptaan : **Jurnal**
Judul Ciptaan : **Managerial Policies For A Quality Madrasah: Uncovering The
Management Of Teacher Recruitment In Madrasah Aliyah
Nahdhatul Ulama (MANU) Banyuputih, Batang Regency**

Tanggal dan tempat diumumkan untuk pertama kali di wilayah Indonesia atau di luar wilayah Indonesia : 11 Desember 2019, di Pekalongan

Jangka waktu perlindungan : Berlaku selama hidup Pencipta dan terus berlangsung selama 70 (tujuh puluh) tahun setelah Pencipta meninggal dunia, terhitung mulai tanggal 1 Januari tahun berikutnya.

Nomor pencatatan : 000177315

adalah benar berdasarkan keterangan yang diberikan oleh Pemohon.
Surat Pencatatan Hak Cipta atau produk Hak terkait ini sesuai dengan Pasal 72 Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta.



a.n. MENTERI HUKUM DAN HAK ASASI MANUSIA
DIREKTUR JENDERAL KEKAYAAN INTELEKTUAL

Dr. Freddy Harris, S.H., LL.M., ACCS.
NIP. 196611181994031001



Article History

Submitted: 4 Juni 2019

Revised: 8 Juli 2019

Approved: 5 Agustus 2019



Managerial Policies for a Quality Madrasa: Uncovering the Management of Teacher Recruitment at Madrasah Aliyah Nahdhatul Ulama (MANU) Banyuputih, Batang Regency

Mochamad Iskarim

iskarim.moch@gmail.com

Mahasiswa Doktoral Studi Islam

UIN Sunan Kalijaga Yogyakarta

Abstract

This descriptive qualitative research was aimed at investigating teacher-recruitment management attempts that were applied at Madrasah Aliyah Nahdhatul Ulama (NU) Banyuputih, Batang. Teacher recruitment management was vital to assure quality education. The data collections were assembled through interviews and documentation. To analyze the data, this current study applied Miles and Huberman's Interactive Analysis Model. The result of this study showed that Madrasah Aliyah Nahdhatul Ulama (NU) Banyuputih, Batang profoundly implemented effective teacher recruitment management as a starting point to improve quality education. There are several steps in the management of teacher recruitment in the madrasa, namely: determining the criteria for prospective teachers, the source of teacher recruitment, the recruitment method used, calling the teacher candidates accepted, signing work contracts, and involving the foundation management in teacher recruitment. This Madrasa still considers organizational values as an effort to preserve local wisdom and is one of the considerations in the teacher recruitment process. The results of this study are expected to contribute to the scientific management of educational institutions, especially related to the management of qualified teacher recruitment and in accordance with the organization's vision and mission.

Keywords: *Managerial Policy, Teacher Recruitment, Organizational Values, Quality Education*

URL: <http://e-journal.iainpekalongan.ac.id/index.php/Hikmatuna/article/view/7609>

DOI: <https://doi.org/10.28918/hikmatuna.v5i1.7609>

Abstrak

Penelitian deskriptif kualitatif ini bertujuan untuk menyelidiki upaya manajemen rekrutmen guru yang diterapkan di Madrasah Aliyah Nahdhatul Ulama (NU) Banyuputih, Batang. Manajemen rekrutmen guru sangat penting untuk memastikan kualitas pendidikan. Pengumpulan data dikumpulkan melalui wawancara dan dokumentasi. Untuk menganalisis data, penelitian ini menggunakan Model Analisis Interaktif Miles dan Huberman. Hasil penelitian ini menunjukkan bahwa Madrasah Aliyah Nahdhatul Ulama (NU) Banyuputih, Batang sangat menerapkan manajemen

rekrutmen guru yang efektif sebagai titik awal untuk meningkatkan kualitas pendidikan. Ada beberapa langkah dalam manajemen rekrutmen guru di madrasah, yaitu: menentukan kriteria calon guru, sumber rekrutmen guru, metode rekrutmen yang digunakan, memanggil calon guru yang diterima, menandatangani kontrak kerja, dan melibatkan manajemen yayasan di rekrutmen guru. Madrasah ini masih menganggap nilai-nilai organisasi sebagai upaya untuk melestarikan kearifan lokal dan merupakan salah satu pertimbangan dalam proses rekrutmen guru. Hasil penelitian ini diharapkan dapat berkontribusi pada manajemen ilmiah lembaga pendidikan, terutama terkait dengan manajemen rekrutmen guru yang berkualitas dan sesuai dengan visi dan misi organisasi.

Kata Kunci : Kebijakan Manajerial, Rekrutmen Guru, Nilai-Nilai Organisasi, Pendidikan Berkualitas

A. INTRODUCTION

Education is a means of human resource investment that contributes to social and economic improvement through upgrading knowledge, skills, capabilities, behaviors, and productivities. Generally speaking, education is a valuable means to improve life quality in society and the economy (Nuryanta, 2008 p. 78) dan (Iskarim, 2018, p. 255) .Many people put hope on education as a tower full of water and fire for society (Saroni, 2017 p. 9). Education is the tower providing for water full of love and care that can satisfy people's thirst of them.

Love and care that people receive through education are in the forms of knowledge, skills, and values. Education serves its purpose in directing as well as increasing students' knowledge, skills and values through structured and well-planned processes with sustainable programs. By participating in the educational process, children are the nation's hope for the future since they are the prospective human resources for the nation's and the country's development. Functioned as the water tower, education is implemented by practitioners by serving the educational process their utmost. They strive to be professional educators by completing the duties and responsibilities in educating the students.

Human resource management is fundamental in performing the educational process in general. Thus, the functions of the human resource management should be optimally implemented to attain the goals of individuals, companies, organizations or institutions. Aside from that, the well-maintained procedures of human resource management are expected to be able to solve the problems that the nation faces, especially in global competitiveness (Nuryanta, 2008, p. 55).

This research is qualitative descriptive, referring to a research procedure that produces descriptive data in the forms of written words or oral speech from observed participants, emphasizing the whole (holistic) individual background without isolating the individual and his organization in variables or hypothesis but perceiving them as parts of the whole unit (Moleong, 2001 p. 3). The current study tried to understand and describe

human behaviors based on interpretation and foundation of their activities. This qualitative research referred to the research procedure resulting in qualitative data, such as statements, notes or behaviors leading to certain conditions and individuals holistically (Bogdan, 1993 p. 30).

The data collection method used two strategies, they were interviews and documentation. The former strategy engaged the headmaster and the teachers meanwhile documentation was used as a basis for valid supporting data so that it could complement the research. The data analysis utilized in the study was Interactive Analysis Model from Miles and Huberman dividing analytical activities into four parts; they are collecting data, reducing data, presenting data, and summarizing or verifying data (Miles, 2001 p. 23).

Madrasah Aliyah Nahdlatul Ulama (MANU) Banyuputih, Batang is an Islamic educational institution under Lembaga Pendidikan Ma'arif NU in Batang Regency that pays attentive care to the teacher and staff recruitment management. The quality (successful) teacher recruitment is the starting point to produce quality education performance in the madrasah. As a structured and systematic attempt, the teacher recruitment management in MANU Banyuputih, Batang Regency needed a special investigation to be published so that it would enrich knowledge and practice in educational management. Therefore, the purpose of the study was to examine how teacher recruitment was executed in Madrasah Aliyah Nahdlatul Ulama Banyuputih, Batang Regency.

B. DISCUSSIONS

1. Management

Indonesian practitioners still find it difficult to use and apply the "management" term in their activities. Management is often linked to similar terms such as organizing, advising, implementing, administering, and arranging. This assumption is misleading since management has a much broader concept. On the contrary, those mentioned terms (organizing, advising, implementing, administering, and arranging) are, in reality, parts of management (Sastrohadiwiryono, 2005 p. 22). The domain of management is derived from the concept demonstrating that an organization comprises a group of human beings in a social relationship attempting to achieve certain goals. This domain covers objectives, focuses, processes, and functions. The goal achievement of the organization is measured by effectiveness (mission accomplishment) and efficiency. Additionally, management focuses on a group of people who coordinates activities related to each other by taking advantage of available resources for achieving the organization's goals (Iskarim, 2017 p. 327).

Theoreticians and practitioners just put their serious interest in the management as a science in the twentieth century even though the concept of the management had been implemented in practice long before. Since the knowledge background of the theoreticians and practitioners is numerous, the conception of the management becomes various that the limitation on the field is hard to determine universally. However, principally speaking, they agree that management is a set of skills, capabilities, competencies as well as a science needed in any activities (Iskarim, 2017 p. 328).

Experts formularize some limitations on the management:

- a. Management is the process of planning, organizing, leading, and controlling the efforts of organizing members and using all other organizational resources to achieve stated organizational goals (Stoner, 1996 p. 6).
- b. Management is working with and through individuals and groups to accomplish organizational goals (Hersey, 1990 p. 3).

The limitation that Stoner & Wankel set is the conception of management functioned as a process, meaning that management is a systematic attempt to perform a duty. The process itself is defined as a series of gradual, sustainable and interrelated actions to achieve the determined goal. The actions include planning, organizing, leading and controlling.

- 1) Planning indirectly states that manager (personnel who is in charge of the managerial function) should think over ahead on the purposes and the performances. The actions should be based on methods, plans or logical thinking, not merely on an instinctive feeling.
- 2) Organizing refers to the manager's coordination over his human and material resources within the organization. The effectiveness of the organization depends on the manager's ability to instruct his resources to achieve the goal.
- 3) Leading describes how the manager directs and influences his subordinates to essentially perform their responsibilities.
- 4) Controlling expresses the manager's assurance that the organization is on the right track running toward its goal. Incorrect components that can threaten the goal achievement should be repaired immediately.

The second limitation argues that management is a performed attempt. The action to perform the attempt should be approached by the arts and sciences. Thus, management can be perceived, at the same time, as an art and a science. Arts can be referred to skills, expertise, capabilities, and competencies in applying principles, methods and techniques for human and natural resources effectively and efficiently to achieve the determined goal (Sastrohadiwiryo, 2005 p. 23). Mary Parker Follet, one of the experts in management science, defines management as "the art of getting things done through the others" (Hanafi, 2011 p. 6). The definition clearly conveys that management can not work alone, but assisted by others to achieve the organizational goal.

Management as science refers to the accumulation of systematized knowledge or the unity of organized knowledge. Management as a science can be perceived as an approach or a method to observe the whole empirical domain, conveying that anything that consumes time and space in the world is basically can be observed by all of human five senses (Sastrohadiwiryo, 2005) Therefore, it can be summarized that the managerial process consists of planning, organizing, actuating and controlling (R. Terry, 2012 p. 5).

This process is employed in the whole management functions such as human resources and organization, operation and supply chain, finance, and accounting. In other words, these managerial activities, as well as the operational ones, can cooperate if they have a clear means that is so-called organization. Thus, an organization can be developed optimally in achieving its goal if the whole activities follow the organizational process. Therefore, it can bring the organization to a dynamic improvement (Daryanto, 2013 p. 63).

2. Recruitment

a. The Definition of Recruitment

Andrew E. Sikula, as cited by Anwar Prabu Mangkunegara, explains that Recruitment is the act or process of an organization attempting to obtain additional manpower for operational purpose (Mangkunegara, 2009 p. 33). Recruiting involves acquiring further human resources to serve as institutional input (Sikula, 1981 p. 183). Recruitment is acquiring a number of potential employees to be selected as human resources (Stoner, 1996, 71). Meanwhile, Arun Monappa and Mirza S. Saiyadain state that "Recruitment is processing applications or candidates for specific positions" (Monappa, 1979 p. 104).

According to Robert L. Mathis dan John H. Jackson, recruitment is defined as a process to pool a number of qualified applicants for specific vacant placements at an organization or company (Mathis, 2001 p. 271). It conforms to another definition from Irawan etc. (1997) mentioning that recruitment is a process to acquire qualified manpower to work for a company or institution. Meanwhile, another expert claims that recruitment is a process to search, find, offer, and appoint a group of people, either from within or outside the company to be potential employees with specific characteristics determined by the established plan of human resources (Yullyanti, 2011).

Dale Yoder explicates that "Recruitment, including the identification and evaluation of source, is a major step in the total staffing process (Yoder, 1981 p. 261). That process begins with the determination of manpower needs for the organization. It continues with inventories of capabilities, recruitment, selection, placement, and orientation" (Mangkunegara, 2009 p. 33). Through the above definitions, it can be concluded that recruitment is a process or an action executed by an organization to acquire qualified employees who are expected to be able to work for the organization at specific vacant positions.

b. Recruitment Process

Recruitment process usually consists of several steps, including: (1) identifying vacant positions and the number of the desired candidates; (2) searching for the position information through position analysis; (3) deciding how to find the suitable candidates; (4) choosing the correct recruitment methods; (5) calling for the qualified candidates; (6) screening/selecting the candidates; (7) making a job offer; and (8) starting to work.

c. Recruitment Sources

To pool as many candidates as possible, recruitment should use various positive tools. The potential candidates can be from internal or external of the company/institution.

1) Internal Potential Candidates

Internal potential candidates are individuals who are working in the organization. This type of recruitment is an attempt to develop a career, promote specific position within the same unit, promote mutation for the higher position, or mutate from one unit to another. Internal recruitment should recognize employees' qualification. The format of the qualification consists of the employees' achievement records, educational background, and the ability/inability to get promoted (Arikunto, 2008 p. 219).

An attempt to move employees can be processed through a mutation based on an evaluation result on the concerning employee's working performance and condition. There are three types of mutations; they are promotional position, transfer or rotation, and position demotion.

- 2) The promotional position is the mutation from a lower rank to a higher level.
- 3) Transfer or working rotation is the job mutation from one unit to another without changing the position level.
- 4) Position demotion is the act of lowering rank or position of personnel based on his poorer condition and performance, or due to a simplifying organizational structure (Arikunto, 2008 p. 219)

d. External Potential Candidates

External recruitment attracts potential candidates from outside of the institution or individuals outside of the organization. This type of recruitment opens to the public and accepts applications from anyone who fulfills the requirements. This method brings positive impact since this system will possibly receive more qualified applicants who can meet the requirements maximally. Thus, it can be expected that the applicants who are offered the jobs are the most qualified ones (Arikunto, 2008 p. 220).

3. Teacher Recruitment Planning in Madrasah Aliyah NU Banyuputih Batang

Recruitment is one of the fundamental parts of management. The effective recruitment process can determine the success of the institution's management. The successful recruitment pools potential human resources who are capable and suitable in meeting the organization's expectation. Thus, the power of those potentials can bring the company to the progress and the goals that it has established. On the contrary, the failure in the recruitment process indicates the failure of the following management process. The importance of the recruitment process in the management sets its position as a vital foundation that supports the whole building of management.

The same idea is actualized by Madrasah Aliyah Nahdlatul Ulama Banyuputih Batang or shortly known as MANU Banyuputih. Built in June 1st, 1985, the madrasah strongly holds to the belief in the importance of effective teacher recruitment. Moreover, the recruitment process in MANU Banyuputih is often conducted, almost annually, mostly when there is a need for new teachers. The headmaster of the madrasah, Ali Shodiqin, said that: "Failure in recruiting the best teacher means failure in assisting the students to receive the best quality education (S. . Ali, personal communication, n.d.)"

Recruitment, both teachers and staffs, is an annual agenda in Madrasah Aliyah NU Banyuputih Batang. In recruiting new teachers, Madrasah Aliyah NU allocates the agenda at the beginning of every semester; they are in the new school year (the beginning of the first semester) and in the middle of the school year (the beginning of the second semester). In *program kerja madrasah/PKM* (School Activity Program), teachers/staffs recruitment is estimated to take place every June and January of the following year.

Specific provisions regulating teacher recruitment is not explained scrutinously in PKM, such as the number of teachers who will be accepted. This kind of provision is not formally governed in PKM since the number of the desired teachers is determined by the changing conditions in accordance with the current moment. The madrasah may recruit more teachers when more students enrolled. It will also recruit new teachers if some

existing teachers decide to resign. Usually, it happens in the beginning and in the middle of the school year. The number of applications, during the undergoing of the study, had been hundreds of applicants with various educational backgrounds.

As explained above, Madrasah Aliyah NU Banyuputih Batang does not specifically mention the number of new teachers for the teacher recruitment agenda during PKM. However, Madrasah Aliyah NU Banyuputih Batang maintains some specific provisions on teacher recruitment. These provisions become the serious attention anytime teacher recruitment is undertaking, such as applicant criteria, working contract, offering job to the selected candidates, the involvement of the institution board, etc.

a. New Teacher Recruitment in MANU Banyuputih Batang

Madrasah Aliyah NU Banyuputih Batang holds on to a set of provisions used for new teacher recruitment. These provisions are the main sources for the madrasah to get succeed in choosing the best quality human resources as new teachers. Below are the details of the provisions:

1) The Criteria of Applicants

Madrasah Aliyah NU Banyuputih Batang determines several criteria for the applicants to be selected as the new teachers in the madrasah. The criteria that the applicants should fulfill are divided into two; general criteria and special criteria. General criteria should be met by all applicants of Madrasah Aliyah NU Banyuputih Batang. Meanwhile, special criteria also should be fulfilled by the applicants; however, the feature of the special criteria is complimentary. If no applicant can meet the special criteria, they are no longer prevailed.

Below is the detailed explanation of the general criteria and the special criteria for the applicants of Madrasah Aliyah NU Banyuputih Batang:

a) General Criteria

There are several general criteria that applicants should fulfill when applying to Madrasah Aliyah NU Banyuputih Batang. The criteria are:

1) Competent in The Field of Expertise

One of the criteria that every applicant should possess is having fundamental teacher competences; they are pedagogic, personal, professional and social. Pedagogic competence is the ability that a teacher should maintain to understand the needs of his students, be able to make a study plan, evaluate the study result, and assist his students to develop and strive for their own special potentials. The personal competence reflects the teacher's attitudes, such as stable, mature, wise and charismatic, being a role model for his students, and good morally and emotionally.

A teacher should also master the materials deep and wide, including the curriculum of his subjects and the substances of the science under his expertise. He also should master the structure and the methodology of his expertise, or known as teacher professional ability (professional competence). Meanwhile, social competence that Madrasah Aliyah NU Banyuputih expects to see from the applicants is the ability to interact and communicate effectively with students, colleagues, staffs, parents/guardians, and surrounding society.

2) Reference from NU (Nahdlatul Ulama)

According to the headmaster, Mister Ali Shodiqin, all applicants should send a reference from NU to be accepted in Madrasah Aliyah NU Banyuputih. This letter is intended to verify that the applicant is a member of Nahdliyin (Nahdlatul Ulama). In addition, the letter should state that he is a strong loyalist of NU who applies NU's visions and missions in his everyday life. To assure that he is a loyalist of NU, the board of NU should examine the applicant carefully before the letter is issued (S. . Ali, personal communication, n.d.).

The second criterion tends to make an inclusive standard for applicants who wish to teach in Madrasah Aliyah NU Banyuputih. Even though the reference recognizing the applicants' membership of NU is designed to preserve the strong nature of NU in the madrasah, the quality of the applicants should become the top priority. In other words, the madrasah should prioritize an applicant who exhibits higher quality above other applicants, despite his inability to show the reference from NU. This leads to professionalism in managing an organization.

3) Applicant's Home Distance

The distance between an applicant's house and Madrasah Aliyah NU Banyuputih has a considerable part in the new teacher recruitment. The closer the distance is, the higher the acceptance rate will be. Distance influences the time travel that a teacher should undertake every day. Farther distance can consume longer time travel, so is vice versa. As of the consequence, the effectivity of time performance can be somewhat disturbed if the time travel takes long enough. In some cases, the madrasah conducts unexpected meetings or activities that should be attended in a short time. Teachers whose time travel is shorter can come to the madrasah faster than the ones whose house are far enough. Unavoidably, coordination can be delayed (S. . Ali, personal communication, n.d.).

b) Special Criteria

As mentioned earlier, stating that special criteria are complementary to complete the general criteria. Below is the interview result directly stated from Mr. Ali Shodiqin, as the headmaster of Madrasah Aliyah NU Banyuputih Batang, conveying that there are some special criteria for the applicants.

"I prefer to have males, and single ones. Male teachers have more freedom, their time can be more optimal, considering that there are activities after the school that can take up to a night shift. Male has lower risk, Sir. It's different from female teachers, if they have to stay until late at night, they will face a higher risk of safety. Second, a man, in most people's opinion, if he has to work overtime, it's not that risky, meanwhile, the female is too risky" (S. . Ali, personal communication, n.d.)."

The quotation above explicitly states that special criteria can determine the acceptance prospect in Madrasah Aliyah NU Banyuputih Batang. The special criteria are single male preferred more than female and/or married. As



claimed by the headmaster, male teachers have more spare time and freedom than their opposite gender. In addition, the madrasah has a number of outside activities after class that can take up until late at night (working overtime). Female teachers are attached to high sensibility in society. Females tend to be viewed negatively when working overtime. It is different from the male teachers who have more flexible time to spare for outside activities.

As assumed, male teachers can focus their time and energy on their job responsibility. Single male teachers presumably have fewer responsibilities to attend to at home that can obstruct the urge of extra activities after school. For example, they do not need to worry about domestic affairs (children and wives) that can consume some time. This tiny detail demands special attention so that the headmaster deems it as a necessity to consider during the new teacher recruitment in Madrasah Aliyah NU Banyuputih Batang, with the reason mentioned above. However, this preference is not an ultimate value. When the madrasah is in urgent demand for a new teacher and no applicants fulfill the special criteria, MANU Banyuputih will open up to female teachers to fill the vacant position.

2) The Sources of Teacher Recruitment

Basically, there are two sources of recruitment, they are 1) within an organization or institution (internal), and 2) outside of the organization (external). Internal human resource only involves employees who are currently working in the same organization. This type of recruitment is an attempt to develop a career, promote to a higher position in the same working department, promote to a higher position by mutation, or transfer from one department to another. Meanwhile, the external source is hiring human resources from outside of the organization. This kind of recruitment openly receives applications from a wider public who can fulfill the requirements.

The teacher recruitment source in Madrasah Aliyah NU Banyuputih Batang is from outside of the madrasah. It does not assign the vacant position to an existing teacher who is currently working at the same school but searching for applicants outside the school. According to the headmaster, besides easier to find, newly recruited teachers bring many benefits to the madrasah. Some of them are: many more qualified applicants to choose, no internal conflict among the members of the madrasah, avoiding nepotism, and attracting fresh mind in creating more innovative and creative study activities. Those circumstances are expected to create safe, comfortable, and controlled academic activities in Madrasah Aliyah NU Banyuputih Batang. Thus, the relationship among school members can be harmonious without any problems that can lead to internal conflict (S. . Ali, personal communication, n.d.).

3) Teacher Recruitment Method

In general, there are a number of methods normally used in recruitments, such as advertisements, Employee Referrals, Walk-ins & Write-ins, educational institution, Department of Manpower and Transmigration, Labour Organization, and Nepotism. However, the recruitment method (teacher) employed in Madrasah Aliyah NU Banyuputih Batang is through selecting applications when the school

needs a new teacher. No advertisements or other methods are used. Application letters are received during the whole year that it reaches into hundreds of applications in total.

Using a term in management science, the method used by Madrasah Aliyah NU Banyuputih Batang is Walk-ins & Write-ins method. First, the applicants come to the school themselves and hand the required documents to Madrasah Aliyah NU Banyuputih Batang. Next, the staffs in madrasah save the documents either as manual archives or as computer files. When there is a new teacher needed to be assigned in the vacant positions, the school just screens through the saved files and documents then determines who will be the candidates for the next step.

During the selection process, if there is more than one candidate qualified for the same position, they are chosen by their GPA (Grade Point Average). The higher GPA is, the higher the chance that a candidate will be accepted. It denotes that GPA can determine who have a better chance to get the position in the school. The next process is an interview held by the madrasah, in this case is the headmaster, to get to know the conditions of the candidate better. For example, how high the loyalty of the candidate is to NU and how far his experience in teaching has been.

4) Contacting The Selected Applicants

After undertaking several processes, from document screening until the final decision, Madrasah Aliyah NU Banyuputih will contact the selected candidate, not through letters or emails, but by phone. It is intended to keep the decision confident between the final candidate and the school. A public announcement is not chosen to avoid unwanted reaction such as disappointments and anger from failed applicants. They tend to express their negative emotions by uttering degrading statements that can damage the school's image.

Therefore, the madrasah requires all applicants to write down their active cell phone numbers in the application letter. Thus, it will ease the madrasah to contact selected candidates for the final decision. Phoning is much more effective than mailing since the former can prompt immediate answers while mailing takes a longer time to receive the replies. Some problems that can be caused by mailing are delayed delivery services, postman's neglecting the deliveries, wrong address, another unwanted sabotage, etc.

5) Working Contract with New Recruited Teachers

A working contract is an agreement that new teachers should obey when start working in Madrasah Aliyah NU Banyuputih Batang. The new teacher will not receive the same benefits as other teachers who have been working in the madrasah. There are several conditions that they have to follow during the probationary period. The working contract is explained in details:

a) Terms and Conditions of New Teachers During Probationary Period

During the probationary period, a new teacher will not receive his compensations and benefits in full, such as Letter of Appointment as a teacher in Madrasah Aliyah NU Banyuputih Batang. The Letter will be given when



he has been working in the institution for two months. The initial status written in the Letter will be a part-time teacher, not a permanent one.

In another hand, the new teacher will not receive his payment in full amount, there are several rules that he needs to comply with as explained:

- 1) In his first semester, the new teacher will only receive 50% of his salary.
- 2) In the second semester, the new teacher will only receive 75% of his salary.
- 3) In the next school year, after teaching for one year full, the teacher will receive his salary in full for 100%.

This stipulated salary in Madrasah Aliyah NU Banyuputih Batang aims at strengthening the teacher's sense of responsibilities for his new appointment at the school. Besides, it is also intended to ensure the new teacher's loyalty toward the institution. The motivation and the compliance of the teacher to the institution can be revealed by accepting the cutting of the payment. It also can examine the teacher's determination and sincerity. Last but not least, the salary paid based on the working duration can avoid envy from senior teachers who have been working in the madrasah for a longer time (S. . Ali, personal communication, n.d.).

b) An Obligation to Donation Contribution

A new teacher in Madrasah Aliyah NU Banyuputih is required to give donation voluntarily to the institution. The amount of the donation is adjusted to his financial ability.

The donation contributed by new teachers at the beginning of the probationary period is intended to help developing the madrasah in the future. It can bring mutual benefits to both parties; the new teachers and the institution (Madrasah Aliyah NU Banyuputih Batang). The teachers can serve the madrasah and receive a monthly payment, when at the same time; the madrasah receives some additional capital for future development. The donation can serve as an essential investment that helps the madrasah and the teachers to survive. A comfortable condition, complete facility, and firm building help teachers to retain in the school so they can serve the madrasah contentedly for a long time.

c) Prohibition in Teaching at Other Schools

A strict rule for all teachers in Madrasah Aliyah NU Banyuputih Batang is the prohibition in teaching at other schools. This rule does not only apply to new teachers, but also to all teachers who work for Madrasah Aliyah NU Banyuputih Batang.

If a teacher is discovered teaching in another school or madrasah, the school board will take a firm action. First, the respective teacher will receive a warning. If the teacher does not pay any attention to the warning, he will be honorably discharged by the school board. This firm action is necessary to be executed to bind teachers' strong loyalty to Madrasah Aliyah NU Banyuputih Batang.

However, the madrasah realizes that there is a main reason for teachers in working at another school. It is the urge to find additional income since the salary they receive is not adequate to make ends meet. Thus, the madrasah will

try their best to help the teachers' financial need by assigning as many teaching hours as possible. The more teaching hours a teacher has, the higher the salary he will receive. Most of the teachers in Madrasah Aliyah NU Banyuputih Batang are assigned to 36 hours of teaching each week. Meanwhile, the payment is Rp. 35,000,- per hour (year 2016/2017). So, a teacher will receive the salary around Rp.1,260,000,-, in a month, not to mention other benefits from the madrasah such as positional benefit, activity benefits, etc.

6) The Involvement of The Board Institution in Teacher Recruitment

Madrasah Aliyah NU Banyuputih Batang is a high school owned by one of Nahdlatul Ulama institutions focusing on education which is more well-known as Lembaga Pendidikan Ma'arif Nahdlatul Ulama (LP Ma'arif NU). The madrasah is registered under Religion Department of Batang Regency, Central Java Province and is situated in the north beach line (pantura). In establishing its policies, the school always involves the board institution. The board always monitors and ascertains the development of the madrasah. Therefore, all activities and policies must act in accordance with the board's agreement, such as in the new teacher recruitment.

The role of the institution board has a decisive influence in selecting the candidates so that the headmaster can finalize the new teacher recruitment. The headmaster writes down some special notes on the qualified teachers. Next, the notes will be proposed to the board meeting so Dewan Pengurus Yayasan / DPY (Institution Board Management) can review and choose who will be offered the positions as the new teachers in Madrasah Aliyah NU Banyuputih. The meeting is strictly confidential, attended by the members of the board and the headmaster. The management meeting that decides the new teachers is usually conducted at night to avoid unnecessary obstructions, such as the leak information on the board policies. Besides, the meeting participants will have a longer time at night since they will be no other agendas that can disturb the meeting.

Thus, aside from the headmaster's policies, the new teacher recruitment Madrasah Aliyah NU Banyuputih Batang is heavily influenced by the institution board through an internal meeting. The "nodding" gestures from the board management will finalize the headmaster's plans and policies in developing and thriving Madrasah Aliyah NU Banyuputih Batang in the future.

C. CONCLUSION

From the above explanation, it can be concluded that: (1) Madrasah Aliyah Nahdlatul Ulama (MANU) Banyuputih Kabupaten Batang has applied good management in teacher recruitment to produce quality education. Realizing the importance of teacher recruitment as the starting point of change, the madrasah implements the management functions (planning, organizing, actuating/leading, controlling) during the teacher recruitment in the madrasah; (2) Teacher and Staff Recruitment is annual program conducted in Madrasah Aliyah Nahdlatul Ulama (MANU) Banyuputih Kabupaten Batang; (3) Madrasah Aliyah Nahdlatul Ulama (MANU) Banyuputih, Batang Regency employs local wisdom policies to maintain the holy values of the organization, which is Nahdlatul Ulama.

Here are some conclusion that the researcher wishes to express: (1) Management (both as a science and an art) should always be implemented in the educational system to maintain and even develop the quality of education in Indonesia with no exception; (2) The biggest challenge that the educational institution will face is the competition.

REFERENCES

- Ali, S. (n.d.). *Interview with the headmaster of Madrasah Aliyah NU Banyuputih Batang* [Personal communication].
- Arikunto, L. (2008). *Manajemen Pendidikan*. Aditya Media.
- Bogdan, S. J. (1993). *Dasar-Dasar Penelitian Kualitatif*. Usaha Nasional.
- Daryanto. (2013). *Administrasi dan Manajemen Sekolah*. Rineka Cipta.
- Hanafi, M. M. (2011). *Manajemen*. UPP STIM YKPN.
- Hersey, K. H. (1990). *Management of Organizational Behavior: (Utilizing Human Resources)*. Prentice-Hall of India Private Limited.
- Iskarim, M. (2017). The Implementation of Behavior-Based Management as an Attempt to Optimize Performance in Educational Institutions". *Hikmatuna: Journal for Integrative Islamic Studies*, 3(2), 327.
- Iskarim, M. (2018). The Quality Management of Arabic Language Education Based on The Quality Management System (SMM) ISO 9001: 2015. *ALSINATUNA*, 225–243.
- Mangkunegara, A. A. A. P. (2009). *Manajemen Sumber Daya Manusia*. PT. Remaja Rosdakarya.
- Mathis, J. H. (2001). *Manajemen Sumber Daya Manusia tr. Jimmy Sadeli & Bayu Prawira Hie*. Salemba Empat.
- Miles, H. (2001). . *An Expended Source Book: Qualitative Data Analysis*. Sage Publication.
- Moleong, L. J. (2001). *Metode Penelitian Kualitatif*. Bandung. Remaja Rosdakarya.
- Monappa, M. S. (1979). *Personnel Management*. Tata McGraw-Hill Publishing Company.
- Nuryanta, N. (2008). Pengelolaan Sumber Daya Manusia (Tinjauan Aspek Rekrutmen dan Seleksi). *EL TARBAWI*, 1(1), 55–69.
- R. Terry, G. (2012). *Principles of Management Eighth Edition*. ALUMNI.

- Saroni, S. (2017). *Analisis dan Strategi Meningkatkan Daya Saing Sekolah*. Ar-Ruzz Media.
- Sastrohadiwiryo, B. S. (2005). *Manajemen Tenaga Kerja Indonesia; Pendekatan Administrasi dan Operasional*. Jakarta Bumi Aksara.
- Sikula, A. E. (1981). *Personnel Administration and Human Resources Management*. . John Wiley & Sons, Inc.
- Stoner, C. (1996). *Management*. Prentice-Hall International, Inc.
- Yoder, D. (1981). *Personnel Management and Industrial Relation*. Prentice-Hall of India Private Limited.
- Yullyanti, E. (2011). Analisis Proses Rekrutmen dan Seleksi pada Kinerja Pegawai. *Bisnis & Birokrasi Journal*, 16(3).