



RECRUITMENT AND COMPENSATION FOR TEACHER PERFORMANCE IN PRIVATE VOCATIONAL SCHOOLS IN PAMIJAHAN SUB-DISTRICT BOGOR ACCREDITED B

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Abstract:

The purpose of this study was to determine the effect of recruitment and compensation on teacher performance in Private Vocational High Schools (SMK) in Pamijahan sub-district bogor accredited B. This study used quantitative research. The collected data in the form of numbers are analyzed by multiple linear regression analysis. This study used a questionnaire that was non-test. The questionnaire is systematically prepared by the researcher by submitting a written statement, answered by the respondent and returned to the researcher (Sugiyono, 2018). The questionnaire in this study was a closed questionnaire. The questionnaire in this study contained a series of statements, including five alternative answers to both positive and negative statements answered by teachers. Based on the regression test, a significant value of $0.000 < 0.05$ was obtained, it can be concluded that there is a positive and significant influence between recruitment, compensation on teacher performance.

Keywords: *Recruitment, Compensation, Teacher Performance*

INTRODUCTION

Education is a barometer of a country's progress. A developed country is one that has elements of an intelligent, capable and competitive society. However, in fact, the condition of education in Indonesia at this time is still a serious discussion in the realm of government, educational institutions, the private sector and the general public (Alifah, 2021; Hikmah et al., 2021). The quality of teachers is a very crucial part because teachers are the main component of human resources in the world of education.

Teachers are part of the main element of the education system that has an important contribution in controlling the wheels of education. So that the implementation of education must be carried out by competent and professional human components. This is in line with Law No. 14 of 2005 which states that the role and position of teachers have a fundamental and strategic function as human resources in schools.

The quality of education based on Government Regulation No. 57 of 2021 can be viewed from the quality of teachers who play an active role in providing education. However, based on data from the Central Statistics Agency (BPS), it was found that teachers in Vocational High Schools (SMK) had the lowest category of teachers worthy of teaching with a total of 321,964 (Mutia, 2021).

Vocational High School (SMK) based on Law No. 20 article 15 of 2003 is an advanced formal secondary education level from Junior High School armed with education that provides special areas of expertise. The main orientation of vocational secondary education is to: (a) shape students into graduates who are capable, productive, professional and ready to enter the world of work based on students' abilities and

interests; and (b) equipping students with competencies in accordance with the chosen skill program (Kholifah et al., 2023; Novita, 2022; Rahmawati et al., 2022).

Therefore, the revitalization of vocational high schools as a producer of secondary labor is absolutely necessary. The revitalization of SMK refers to the Presidential Instruction of the Republic of Indonesia No. 9 of 2016 concerning improving the quality and competitiveness of Indonesian human resources. The instruction covers six things, namely: 1) curriculum alignment and updating; 2) learning innovation; 3) fulfillment and improvement of the professionalism of teachers and education staff; 4) school partnerships with business and industry as well as universities; 5) standardization of main facilities and infrastructure, and 6) institutional management. Of course, this needs to be supported by human resources, namely qualified teachers who have good performance and quality in order to be able to compete with developed countries in preparing education in the era of society 5.0.

In accordance with the Regulation of the Minister of Industry No. 3 of 2017, vocational teachers are projected to become innovative human resources with a combination of intelligence and strong character. So that with the abilities possessed by vocational teachers, they need to present creative and innovative learning methods or learning tools, adopt new technology and be able to analyze theories in accordance with the needs of the vocational market (Rahmawati et al., 2022; Lestari et al., 2023). This will produce vocational graduates who are able to compete and are ready to develop their potential in the business world and the industrial world.

The performance characteristics of teachers in vocational schools are slightly different from high schools. Teachers in vocational schools are required to make Learning Implementation Plans (RPP) by prioritizing practical materials that can support students to be active, think creatively and innovatively (Rahmawati et al., 2022; Trimulyo et al., 2022; Lestari et al., 2023). In addition, Vocational High School teachers are also required to have specific professional characteristics and competency requirements, including having adequate practical expertise in all productive fields of study, being able to organize learning that is relevant to the competencies needed by the world of work, being able to design learning both in schools and in the business and industrial world (Kemendikbud).

One of the things that can be done to obtain and create educators or teachers who perform well is to attract qualified educators or teachers through the recruitment process (Lie et al., 2021; Saimima et al., 2022). Recruitment is used as a weapon to absorb potential educators according to the expectations of school institutions and become the initial force in an institution to achieve goals. This is certainly in line with the research carried out (Silalahi et al., 2021) that the correct and appropriate recruitment implementation will have an impact on obtaining qualified prospective educators and make it easier to determine the right position in filling vacant positions. So that recruitment directly has a major impact on the quality of teacher performance to be achieved.

In addition to the recruitment process, compensation is also a factor that can affect performance. Pratiwi et al., (2021) in their research found that one of the elements that can affect teacher performance is welfare. Welfare is one of the elements that has an influence on teacher performance to optimize the quality of education (Handiman et al., 2022). The more prosperous a person is, the higher the performance results achieved. Therefore, providing decent welfare, providing salaries that are balanced with workload, providing incentives to support meeting needs and providing decent life guarantees are one of the incentives to motivate teachers in generating their performance (Trimulyo et al., 2022; Lestari & Rahmawati, I., 2023; Ihsan & Fahrurrobi, 2022).

This is supported by the findings of an interview on July 24, 2023 with several teachers at the B-accredited Pamijahan Bogor Private Vocational School which stated that most of them are still non-permanent teachers, in this case the provision of wages is still relatively low, where the equivalent of honorary teachers and the number of students affects the compensation of teachers. Then it was also found that the recruitment process that runs at the Private Vocational School of Pamijahan District has not been

standardized in accordance with the applicable SOP where the recruitment system in the B-accredited Private Vocational School of Pamijahan District is still classical, namely the recruitment carried out still uses kinship, closeness and qualifications needed by the school are still in accordance with the desired needs without clarity of qualifications in accordance with the Government rules.

Of course, an unclear recruitment process in accordance with applicable standards and low compensation will result in low teacher performance, especially in terms of teaching. So from some of these problems, there are several interesting things to be examined about the effect of recruitment and compensation on teacher performance at SMK Se-Kecamatan Pamijahan Bogor which is accredited B.

RESEARCH METHODS

This research uses a type of quantitative research with survey methods. The survey method is a way to collect information from a number of respondents through interviews, documentation and questionnaires submitted (Sugiyono, 2019). The object of research to be studied is SMKS Se-Kecamatan Pamijahan Bogor which is Accredited B and will be carried out from July to November 2023. The population of this study amounted to 123 teachers, the research sample amounted to 94 teachers. The sampling technique is Probability Sampling with a type of random sampling, which is a type of sample that is carried out randomly and does not look at strata in the specified population (Sugiyono, 2019). The data analysis technique used in this study is a multiple linear regression test which aims to examine the effect of recruitment and compensation variables on teacher performance.

LITERATUR REVIEW

Teacher Performance

The origin of the word performance originated from English which is called performance. The word performance comes from the word to perform which means something that someone displays in the form of execution, appearance, achievement and performance in achieving a result. Performance is an achievement achieved by an employee seen from the extent of his success in carrying out and completing his work (Rahmat, 2022). Allah Almighty says about the importance of a performance in the Qur'an Surah At-Tawbah verse 105.

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ اِلٰى عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

Meaning: And say: Work you, and Allah and His Messenger and believers will see your work, and you will be returned to (Allah) Who knows the unseen and the real, and He will tell you what you have done (QS, Tawbah: 105).

The above verse contains the command to work. That work is to make someone noble and loved by Allah SWT. In the world of education, teacher performance can be seen from various work tasks that have been delegated in accordance with applicable regulations. Basically, teacher performance is very crucial and is not just running the curriculum as a workload but is required to be a professional teacher in realizing the goals of national education.

Performance that refers to a teacher can be seen from the implementation of the learning process and the completion of responsibilities for the work given by educational institutions (Widayati, 2019; Grace, 2022; Budiyanto et al., 2021; Parmin, 2017; Very, 2020). According to Ma'ruf (2014), high performance is needed in an institution as a measure of achievement of a goal or goal that has been set. Meanwhile, according to Hamzah & Nina (2015), teacher performance is the result achieved through routine teacher tasks that are carried out optimally.

Therefore, teacher performance is a benchmark for a teaching staff in actualizing the tasks that are targeted to be done correctly and precisely in accordance with the stipulated provisions (Nur Aziz & Dewanto, 2022). Ideally, good teacher performance can be demonstrated through several criteria including: 1) quality of work; 2) speed/accuracy of work; 3) work initiatives; 4) employability; and 5) communication at work (Hamzah dan nina).

Teacher Recruitment

The origin of the word recruitment arises from English, namely recruitment means search or networking. According to the Big Indonesian Dictionary (KBBI), recruitment is the process of deploying and gathering new prospective workers. According to Jimenez (2014), recruitment is the first step of staffing carried out with caution in opening vacancies for new employee candidates who will help achieve the achievements and success of the institution.

Meanwhile, according to Faroman et al., (2022) one way to find quality human resources (HR) is through the recruitment system.

Recruitment is an effort to attract applicants who have the ability and attitude according to the needs of an institution. If an employee's competence is not appropriate but passed, then this can lead to nepotism which is a despicable attitude and is strictly prohibited in Islam as well as this is regulated in Islamic management science. Allah Almighty said in

QS. Al-Muddasir: 38

كُلُّ نَفْسٍ بِمَا كَسَبَتْ رَهِينَةٌ

Means; Everyone is responsible for what he has done (QS. Al-Muddasir: 38).

In accordance with the above verse it is affirmed that in order to put a person in a job, it must be adjusted to his ability, it is strictly forbidden to give a task to someone who is not competent in his field, because all humans will be responsible for everything done.

The definition of recruitment that refers to teachers is the process of attracting new teachers who are absorbed from internal and external parties of the school with various requirements and stages of predetermined mechanisms in order to get new educator candidates who are worthy and appropriate according to the criteria or positions needed by educational institutions (Rahmawati et al., 2022; Nizam & Ainul, 2020; Lie et al., 2021; Junius & Ario, 2017; Rony, 2018; Silalahi et al., 2021).

Based on a number of explanations above, it can be concluded that recruitment is a place to search, withdraw, network and accept a number of prospective teacher candidates who are sourced from inside and outside the school and have superior competence in their fields and meet all the necessary criteria and requirements so that the most potential and qualified teacher candidates can be recruited to meet human resource needs, improve student achievement, school and education quality. The criteria used as a benchmark for teacher recruitment are to pay attention to 3 (three) things, namely: a) recruitment sources; b) recruitment process; and) recruitment strategies.

Teacher Compensation

Linguistic compensation is a gift or in English called compensation which means all forms given by the company to its workers in nominal or non-nominal forms as gratitude for reciprocity through work achievements that have been carried out by a worker in a company (Budiyanto et al., 2021). Allah Almighty says in surah Al-Kahf verse 30 it is explained that:

Meaning; Verily those who believe and do virtue, We will not waste the reward of those who do good deeds (QS. Al-Kahf:30).

The verse gives an understanding of justice. God is the best giver of just retribution for what man does or does. Likewise, compensation needs fairness in its distribution by balancing between employee conditions, responsibilities, workload and the type of work done.

Compensation is the key to a company with a positive image because compensation has an important function and role in HR management, one of which is to attract, retain and prosper its employees. So that compensation can be interpreted as a form of reward for a company for the work achievements of its employees (Widayati, 2019; Rahmawati et al., 2020). The term remuneration or calculation is also often referred to the meaning of compensation which covers all gifts assessed by an institution to its subordinates directly or indirectly (Vera & Mas, 2022).

Meanwhile, compensation that refers to a teacher is the provision of remuneration based on the position and skills of a teacher fairly and appropriately in accordance with the time spent, energy expended and thoughts that have been channeled to a school institution. So that schools must take into account the provision of remuneration

according to workload and work risks (Alisyah, 2017; Sarpandadi, 2016; Presilawati, 2016; Ansor & Mochamad, 2017; Widayati, 2019; Lestari et al., 2023; Rahmawati et al., 2023). The compensation barometer can be measured through: 1) salary; 2) incentives; 3) alimony; and 4) facilities (Simamora, 2015).

Recruitment And Compensation For Teacher Performance

Failure to recruit affects the results of the work of teachers, which ultimately makes it difficult to achieve educational goals. Recruitment procedures that are carried out correctly and appropriately as needed are the starting point for achieving educational goals by obtaining qualified teachers who are in line with current conditions and developments. So that the employer or power holder can take and select the desired teacher candidates for the educational goals and objectives achieved through the recruitment (Rony, 2018). This is in line with the results of Putu & Dewiati's (2019) research which shows the influence of recruitment on teacher performance at Ti Bali Global Denpasar Vocational High School (SMK), namely recruitment that is carried out too focused on internal sources and ignores external sources so that the opportunities obtained become narrow and close access to external opportunities to participate in recruitment activities carried out.

Then in addition to paying attention to the implementation of recruitment. Teacher performance will increase if they get salaries in line with expectations. The salary can motivate teachers to optimize their performance. Optimizing teacher work can be done by creating a salary system based on fairness and eligibility, both direct and indirect school giving. So that with this, schools can help in efforts to improve the welfare of teachers in schools and improve teacher work. This is in line with Munajah's research (2019) that inadequate or inappropriate compensation can reduce work results, reduce work motivation and cause prospective teachers to leave and choose to teach in other schools with greater compensation provided.

RESULTS AND DISCUSSION

A hypothesis that suggests that there is an effect of recruitment and compensation on teacher performance. Then it is necessary to test the significance of multiple regression coefficients. The results of the multiple regression test can be seen in table 1. below.

Table 1. Multiple Linear Regression Analysis Results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	<i>Constant</i>	13,155	5,128		2,521	0,013
	X1	0,344	0,074	0,463	4,661	0,000
	X2	0,513	0,108	0,472	4,754	0,000
<i>a. Dependent Variable: Teacher Performance</i>						

Based on table 1. Shows that the regression equation used is $Y = 13.155 + 0.344 X_1 + 0.513 X_2$ which states that if the value of the independent variable is ignored or is 0, then the value (Y) is 13.155. If the recruitment value (X1) increases by 1%, it can be predicted that Y is worth 13,499. If the compensation value (X2) increases by 1%, the value can be predicted to be 1 (Y) of 13.668. If the value of recruitment and compensation increases by 1% together, it can be predicted that variable Y will increase by 14,012.

Table 2. F Test Results

.ANOVA^a				
Model		Df	F	Sig.
1	Regression	2	222.649	0.000 ^b
	Residual	91		
	Total	93		
a. Dependent Variabel: Y				
b. Predictors: (Constant), X2, X1				

Based on table 2. In the sig column, which is the probability value of a double contribution between variables or simultaneous contributions of the regression model, the value (p) = 0.000 is obtained. Based on the results of SPSS calculations, it is obtained that the probability (p) $0.000 < 0.05$, this shows that X1 and X2 are significant simultaneously with respect to Y.

Table 3. Multiple Regression Coefficient of Determination Value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,911 ^a	0,830	0,827	3,841

In table 3. it is known that the R-Square figure is 0.830. The figure states that 83% of teacher performance variables are influenced by recruitment (X1) and compensation (X2) while the other 17% is determined by other variables not explained in this study.

This study shows that there is a significant influence between recruitment and compensation together on teacher performance in Private Vocational Schools in Pamijahan District that are accredited B. This is evidenced by the probability of Sig. value obtained of $0.000 < 0.05$, so it can be concluded that there is a significant influence between recruitment variables (X1) and compensation (X2) together on teacher performance (Y). So it can be interpreted that these two factors can improve teacher performance.

The results of this study build on the results of previous research conducted by Lie et al., (2021) entitled The Effect of Recruitment and Compensation on Teacher Performance at HKBP Private Vocational School (STM) Pematangsiantar.

CONCLUSION

Based on the results of the research that has been carried out and the discussion that has been presented with some limitations possessed by researchers who examined the recruitment variables on teacher performance at SMKS Se- Kecamatan Pamijahan Bogor accredited B, it can be concluded that there is a positive and significant influence between recruitment and compensation on teacher performance at Private SMK Se- Kecamatan Pamijahan Bogor accredited B. This is published with the results of the F test in table 2. that is, obtaining a Sig value of $0.000 < 0.005$ with a double regression model ($Y = 13.155 + 0.344 X1 + 0.513 X2$) and a pearson correlation value of (0.911) and an R Square value of 83%.

SUGGESTION

Based on the results of research, discussion and conclusions, the suggestions that can be conveyed are as follows:

1. The school needs to recognize the types of recruitment sources both internal and external in order to learn the advantages and disadvantages and which ones are suitable for teacher recruitment so that if done optimally this recruitment source will have an impact on selecting the best candidates with high performance quality.

2. The school needs to pay attention to the salary issued, which needs to be adjusted to the workload, work risk, work agreement and employment contract and in accordance with government regulations and institutions.
3. The quality of teacher work needs to be improved through several matters related to the use of various interesting learning methods, computer operations, preparation of lesson plans and the role of teachers in the classroom need to be improved again so that the output and quality of education are as expected by institutions, government or society

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