



# SCHOOL PERSONNEL MANAGEMENT STRATEGY IN PROCURING QUALITY TEACHING AND ADMINISTRATIVE STAFF IN THE DIGITAL ERA AT UM MALANG LABORATORY MIDDLE SCHOOL

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## Abstract

This study aims to examine the role of personnel management in the recruitment and selection of qualified educators and educational staff in the digital era at SMP Laboratorium UM Malang. Using a descriptive qualitative approach, data were collected through direct observation and interviews with relevant stakeholders. The findings indicate that the use of digital media in the recruitment process has expanded the reach of information and enhanced transparency. Additionally, the quality of educators significantly impacts student learning outcomes. This research highlights the importance of educators mastering digital technology to achieve high academic goals. The study concludes that integrating digital tools into recruitment and staff development is essential for improving educational standards and adapting to the complexities of globalization.

**Keywords:** Educator Recruitment, Recruitment and Selection Strategies, Qualified Educators, Digital Era, School Personnel Management

## 1. Introduction

One of the key elements in improving educational standards in this digital era is managing competent educators and education personnel. Educators and education personnel are one of the most important resources in education management. In the process of recruiting education personnel, school personnel management plays an important role. The effectiveness and efficiency of school administration in achieving the best results will be greatly influenced by the quality of its educational staff. The skills of those involved in the educational process have a significant impact on improving the quality of education, which is why it is important to closely monitor both the quantity and quality of current teachers. There are standards or requirements for teacher performance. Based on the competency criteria that all teachers must possess, teacher performance can be evaluated and measured (Dirahman et al., 2023). This statement highlights how the abilities of those who participate in the educational process, especially educators, have a significant impact on the quality of education. Teachers are at the forefront of practicing learning as poor quality educators can hinder the learning process. Student learning outcomes and school quality will be directly affected by the quality of effective teachers.

Improving the quality of educators and education personnel is essential, especially in this digital era where recruitment, selection and management of educators are crucial. To ensure that newly recruited educators have the necessary skills to meet the demands of the school and can adjust to the latest technological advancements in education, a good human

resource management plan is needed. "Recruitment is the process of getting people with the right qualifications to apply for a job at a given time" (Krisbiyanto, 2019). School principals, especially the personnel department, must be able to recruit and select prospective educators and education personnel with the right human resource management strategy. The goal is that the recruited education personnel not only have strong technical competence, but are also able to adapt to technological advances in the field of education so that they can provide high-quality teaching.

In the growing digital era, educational institutions are required to adapt to technological changes and increasingly complex learning needs (Yusuf, 2020). Malang State University (UM) Laboratory Junior High School (SMP) Malang as one of the laboratory-based educational institutions faces challenges in providing quality educators and education personnel. Effective management of human resources (HR) is the main key in ensuring the educational process runs optimally (Armstrong & Taylor, 2020). Therefore, personnel management strategies that are innovative and relevant to the demands of the times are needed. The development of digital technology has changed the paradigm of education, including in terms of recruitment, training, and development of teaching and education personnel (Dessler, 2017). Challenges such as digital competency, adaptation to hybrid learning, and data-based performance management are things that cannot be ignored (Zeuch, 2016). SMP Laboratorium UM Malang needs to design strategies that not only attract prospective professionals but also ensure they are able to adapt to a dynamic school environment (Mulyasa, 2019).

Good personnel management is not only related to recruitment, but also includes coaching, career development, and workforce retention (Wibowo, 2016). Schools must have a structured system to assess performance, provide ongoing training, and create a work environment that supports innovation (Sallis, 2014). Thus, educators and education personnel can make maximum contributions in improving the quality of education (Permendikbud No. 15/2018). This writing aims to analyze personnel management strategies that can be implemented at SMP Laboratorium UM Malang to ensure the procurement of qualified teaching and education personnel in the digital era (Rivaldo, 2021). In addition, this article will also provide practical recommendations based on literature review and best practices from various sources (Law No. 14 of 2005).

The problem that often occurs in schools usually in terms of recruitment of educators is the lack of recruitment planning so that recruitment activities are less mature and just fill empty places. There are still many educators who teach not in accordance with their educational background. With the right strategy, the success of learning is highly dependent on school personnel management in choosing the strategy of procuring education personnel through Recruitment and Selection in schools.

This research aims to explore school personnel management strategies in the procurement of qualified teaching and education personnel in the digital era, with a case study at SMP Laboratorium UM Malang. The focus of the research includes procurement in the process of recruitment, selection, training, and evaluation, as well as its impact on the quality of education. The research findings are expected to be a reference for other schools facing similar challenges in optimizing human resources in the digital era.

## 2. Method

This research used a descriptive qualitative research method. A qualitative approach is a research approach that examines scientific objects descriptively in the form of words through data obtained in the form of observations, interviews, photography, document analysis and field notes. This research uses a qualitative approach with a case study method to analyze personnel management strategies in the procurement of teaching and education personnel at SMP Laboratorium UM Malang (Fathoni, A. 2006). Data were collected through in-depth interviews with school management, observation of recruitment policy documents, and literature studies related to best practices in educational human resource management (Sugiyono, 2019). Data analysis was conducted thematically to identify patterns of effective management strategies in the context of the digital era (Creswell, 2014). Data analysis was carried out thematically to identify patterns of effective management strategies in the context of the digital era in accordance with the theory (Miles & Huberman, 1994). The data obtained in this study were obtained directly by conducting observations and interviews with related parties to obtain data related to school personnel management strategies in the procurement of education personnel in the digital era at SMP Laboratorium UM Malang.

## 3. Results and Discussion

As an official educational institution, schools are very important to maintain the progress of the quality of education. Learning is the process of student interaction with teachers and learning materials in the classroom with the aim of helping students acquire the knowledge, abilities, and attitudes needed to meet predetermined goals. Junior High School (SMP) is one type of educational institution. Junior High School, or abbreviated as Junior High School, is one form of formal education unit that organizes general education at the Basic Education level as a continuation of elementary school, MI, or other equivalent forms or continuation of learning outcomes that are recognized as equal or equivalent to elementary school or MI in accordance with PP No. 19 of 2017 and PP No. 74 of 2008 concerning National Education Standards. Everyone is considered to be able to acquire new knowledge and skills through education, which enables them to become productive members of society. Conversely, education is considered a means to increase social mobility and access in society both horizontally and vertically (Yusuf, 2020).

Recruitment is the process of searching, procuring, finding, and attracting applicants to be employed in the organization (Sutrisno, 2014: 46). Recruitment starts from the announcement of employee recruitment, registration, testing, announcement of employee acceptance to re-registration (Mustari, 2015: 214). Thus, recruitment is a process that begins with a search and ends until the prospective employee's application is received. The aim is to fill vacant positions with personnel who meet predetermined requirements and are considered capable of carrying out duties in their positions, getting satisfaction so that they can survive in the system, becoming effective contributors to achieving goals and having the motivation to develop themselves (UPI Educational Administration Lecturer Team, 2011: 237). According to Suherman (2025), this process includes identifying organizational needs announcing job vacancies, and hiring qualified candidates for the position. According to Wibowo (2019), this selection process involves the use of various evaluation methods, including knowledge tests, interviews, teaching observations, and reference checks.

School progress is greatly helped by the principal and administrative staff. School activities are planned, supervised and evaluated by the principal. Most school instructions are

directed by the principal. According to Dwi (2016), principals must have the ability to guide educators and others. Today, a country's ability to progress is largely based on the quality of its human resources. Implementing recruitment and selection is a very important and vital task that requires high responsibility. This is because the effectiveness of the recruitment and selection process carried out by an agency determines the quality of human resources that will be used.

SMP Laboratorium UM Malang is one of the laboratory secondary schools that has good educational management. This school also uses an international education curriculum created by Cambridge Assessment International Education (CAIE). Of course, it is not arbitrary in managing school structures, especially human resources in the recruitment and selection of educators and education personnel in the digital era. The digital era is an era where everyone can easily get access to information related to digital technology. Therefore, in terms of managerial management of education, the use of digital technology is expected to facilitate the implementation of work in order to achieve a planned goal (Alfiyani, N. et al., 2024). This is because information technology has become a necessary need, making it comfortable to use it.

### **3.1. Procurement Process and School Personnel Management Strategy**

Schools carefully consider whether they really need educators or other educational staff when preparing to conduct recruitment and selection. Recruitment and selection is one of the tasks in HR management. The process of obtaining a large number of candidates with the qualifications an organization needs to hire them is known as recruitment (Malthis, 2001). Selection is the process of collecting and using data about prospective employees to decide who should be hired for either temporary or permanent positions (Schuler, R., S., & Jackson, S., E., 1997).

To get qualified personnel and in sufficient numbers, the right recruitment and selection methods are needed based on careful planning. In conducting recruitment, the madrasah determines the qualifications that are used as a reference for educators and education personnel in order to find someone who is in accordance with the expected position and has good performance in completing tasks (Mukhlisoh, 2018: 242). Personnel who are accepted not in accordance with the required qualifications certainly cannot realize the objectives of the recruitment and selection process, unless various efforts are made to train and develop sustainable competencies for those who have already been recruited, because training and development is an effort to improve the knowledge and abilities of education personnel in carrying out their work to be more effective and efficient (Syukur, 2015: 85).

In today's digital era, schools definitely need staff members who are proficient with the technology listed in job postings. A wider audience can be reached by using digital platforms for job announcements, such as the school's official website and social media sites like Instagram, Facebook, Twitter, LinkedIn, or even apps tailored to specific schools. In addition, schools also list job vacancies on online recruitment sites such as LinkedIn and JobStreet. To reduce the amount of paper used during the selection process, prospective educators and education personnel upload the required files, including resumes, transcripts, diplomas and other certifications, in digital format.

Posting job vacancies on social media requires qualifications that match the education level of the required staff. A job vacancy is a position open to job seekers, according to KBBI. Educational personnel, or at least SMK graduates with the necessary training and work experience, are employed at SMP Laboratorium UM Malang. For example, SMK graduates majoring in office and having internship experience in the office industry are selected to work in the administration and finance section of the school, thus covering a wide range of administrative tasks, including financial management and correspondence.

### **3.1.1 Stages of Recruitment and Selection of Educators and Education Personnel at SMP Laboratorium UM Malang:**

In educational organizations, the process of recruiting educators aims to find educators who have competence, expertise, and expertise in teaching and educating according to their fields (Widodo et al., 2022). Therefore, to obtain suitable teachers and education personnel, recruitment planning management is needed. The selection process of prospective education personnel makes it possible to determine the basic qualifications that must be met for the required position, so that qualified candidates can be selected. According to Armstrong, "requirement is preparing job descriptions and specifications, deciding terms, and conditions of employment" (Muniroh & Muhyadi, 2017).

1. Dissemination of job vacancies through social media

To reach a wider and more diverse audience, including prospective educators and education personnel from various regions, SMP Laboratorium UM Malang started the recruitment process by posting job vacancy information on social media platforms such as Instagram, Facebook, Twitter, and LinkedIn. This is done to take advantage of the easy access of job seekers in the digital era and expand the reach of job vacancy information. For more complete information about the positions required, qualifications, and selection process, visit the school's official website. Potential candidates will find it easier to gain a comprehensive understanding of the job vacancies available if information is transparently disseminated from the start.

2. Administrative selection ranges from qualifications to residence of prospective employees

Each applicant must now provide documentation that proves their qualifications match the available positions. CVs, degrees, transcripts, supporting certificates and other relevant documents are often required. To ensure candidates can adequately meet the school's operational requirements, the administrative selection process also considers the candidate's place of residence.

3. Making the call for the written test

Candidates who meet the prerequisites will be invited to take a written test after the administrative selection stage. The purpose of the test is to assess candidates' basic knowledge of academic subjects or administrative tasks related to the job they are applying for.

4. Admission announcement with salary and benefits transparency

Every candidate who participates in the selection process will be notified of the selection results, and the school will also explain the benefits or salaries that will be received by prospective educators or other education personnel. To ensure there is no misunderstanding if education staff and candidates expect the salary offered, the school makes the selection result data clear, which means that the benefits or income will be explained immediately.

5. Announcement of selection results

An official email or website linked to the school's recruitment system is used to announce the results of the selection process. SMP Laboratorium UM Malang guarantees that each applicant receives timely information and can easily access the selection results through the use of email or an online portal. In addition, this technique reduces the possibility of misinformation and allows the school to maintain efficient and well-organized communication. Institutions increase the transparency of the recruitment process by allowing candidates to read feedback from selection or interview results.

***Selection of Educators:***

1. Teaching and classroom management

Teaching and classroom management skills are the main emphasis of the educator selection process. Educators are required to be proficient in teaching classes with a variety of learner conditions. Each educator must be able to guide students from various backgrounds and ability levels and be able to create a friendly, productive and fun learning environment.

2. Written Test

Various questions that measure their academic ability in the subjects they teach will be covered by the educators. To ensure that they have the knowledge and ability to teach effectively, the educators will also be evaluated on their proficiency in effective pedagogy and educational approaches.

3. Interview

At the interview stage, prospective educators will be tested not only on their academic abilities, but also on their attitude, motivation, and ability to communicate with students.

***Selection of Education Personnel:***

1. Written test

The purpose of this test is to ensure that applicants are well-versed in the administrative tasks they will be performing, including managing learner data, handling finances, and organizing the school.

2. Interview

This interview evaluates their attitude and communication skills when interacting with school personnel and outside parties. The candidate's ability to manage complex administrative issues and collaborate with others is also assessed during the interview.

### 3. Mastery in administration

Education personnel candidates must demonstrate that they are proficient in administrative skills, such as using school administration software and managing data effectively, in addition to passing the written test and interview. These skills are necessary to ensure that the school runs smoothly.

Hasibuan's (2009) theory is in line with selection and recruitment methods. He states that there are two types of recruitment: the closed method and the open method. The closed method uses personal contact by inviting friends, family, and relations of policyholders, while the open method uses advertisements in mass media and online.

### **3.2. Benefit provision policy for prospective educators and education personnel**

The compensation an employee receives from an employer is referred to as salary. Salary is a financial incentive that employees receive as a result of their employment status and their contribution to the achievement of organizational goals (Desi, Sagala, E. et al. 2018). Data from the selection process is publicly disclosed by the school. To prevent misunderstandings if prospective teachers anticipate the income offered by the school, the compensation and benefits policy means that the amount of benefits or salary received will be mentioned from the outset. Only 80% of the salary offered by the school during the first year of employment is paid they will get 100% salary after one year.

### **3.3. Ability to Use Digital Tools Staff Training and Development**

According to the Kamus Besar Bahasa Indonesia, staff is a team of several people who work together to assist a leader in managing a project in overseeing a task. Staff members working in educational institutions can also be considered teachers or school workers. For educational institutions, staff development is important for the following reasons: First, curriculum changes that force teachers and other educational staff to improve their skills in the hope of achieving national curriculum goals. Secondly, the demographic map of the different conditions of learners, which leads to demands to improve services for every section of them. Thirdly, teaching and learning approaches must change in response to the curriculum and the demographic map developed in advance. Learners find the educational process interesting and easy to understand. The fourth factor is job pressure; in this case, staff development is expected to maintain a balance between employees and teachers. Staff development is expected to maintain a balance between learners in this case as consumers of education and instructors and staff as providers of education (Perawironegoro, D. 2024).

Educators must have the ability to use digital technology such as laptops, computers, cell phones are the main. Educators must master English so that at SMP Lab, they open ICP (International Class Program) classes / classes where schools need human resources who can at least speak English because students in ICP classes are certainly proficient in English. Educators are guru and imitated (look for this theory) so that educators must be better and

be a good example to educate their students. For example, educators of science and mathematics (science) subjects must be able to speak English because they are included in the ICP class. SMP Lab uses 2 curricula, namely the national curriculum and the Cambridge curriculum.

### **3.4. Utilization of Digital Media in the Recruitment and Selection Process**

Utilizing digital channels for selection (e.g., video interviews, online exams). Digital media is undoubtedly used by UM Laboratory Junior High School in the recruitment and selection of teachers and other education personnel. To get qualified tenders, the school uses digital platforms and information media to post job vacancies so that they can be widely disseminated. Schools usually use Google Meet or Zoom sessions for the interview selection process. To get more detailed information, prospective tenders are called to do the selection in person to determine the maturity of the information obtained. Especially in terms of teacher recruitment and selection, schools need to have a deeper understanding of the material mastery and classroom management skills of prospective tenders.

### **3.5. Training Process and Performance Evaluation of Educators and Education Personnel**

As stated by Sa'bani, F. (2017), the purpose of training is to improve human resources, including human resources for education, with the aim of increasing employee knowledge and abilities. As they are spread across different parts of Indonesia, teachers should be trained. Training for teachers can take the form of: a) lectures; b) questions and answers; c) brainstorming; d) simulations; and e) practice. In this digital era, all activities are carried out digitally using information media and technology. It is possible that senior educators who have been working at SMP Lab for a long time are not the only ones who are technology illiterate. Therefore, senior educators who experience difficulties will get help from junior educators who are younger and have a broader understanding of digital so that there is no reason not to learn or not learn at all. For example, report cards that were previously filled in by handwriting must now be typed to maximize the efficiency and effectiveness of the time and efforts of educators and education personnel in keeping up with modern trends, especially those related to technology. adjustment of education personnel to new technology. To help them understand their work culture and responsibilities at SMP Laboratorium UM Malang, educators and education personnel use various platforms to conduct online training.

According to Stufflebeam in Nukhatillah, I. A., Setiawati, S., Hasanah, U., & Nurmalasari, N. (2024) evaluation is a process that describes, obtains, and presents descriptive information and decides about the feasibility and usefulness of the objectives, implementation design, and impact of a program. The purpose of this evaluation is to provide input into decision making, fulfill needs, ensure accountability, and promote understanding of the phenomena involved. At least once a month, SMP Laboratorium UM Malang conducts an evaluation. Usually, on Fridays, members of the facilities and infrastructure, education, and curriculum sections conduct self-evaluations to assess the performance of educators and education personnel, identify problems, and determine how to solve each clump. Educators and education personnel once a month regarding performance reviews, challenges and solutions. Then, every month, assessments are conducted for each subject group, such as teachers who specialize in teaching mathematics or Indonesian. The end of the semester year marks the culmination of a major evaluation or overall evaluation, which determines whether

each cluster that has had a work program has successfully implemented it during the learning year. The year-end review also includes the development of the learning program for the following year. To minimize misunderstandings and improve academic performance and quality, evaluations are not conducted over a long period of time. To assess and reflect on planned activities, the school uses an official WhatsApp group to report and share minutes of completed work program activities every Friday during evaluation. All learner-led activities are also evaluated directly to maintain and develop the strengths and weaknesses of each activity. This is just one example of how digital technology is used in the evaluation process.

### **3.6. The Effect of the Quality of Educators and Education Personnel on the Achievement and Quality of Learners**

According to Glasser (Sudjana, 2002: 13), a teacher must have "(1) mastery of teaching materials, (2) ability to understand student actions, (3) ability to implement the learning process, (4) ability to evaluate the student learning process". The learning environment that encourages the intellectual growth and character of students is greatly influenced by the quality of the teaching team. The quality and achievement of students at SMP Laboratorium UM Malang is strongly influenced by the quality of the teaching staff. With a selective recruitment and selection process, the school certainly hopes that the skills of the educators can benefit students and guardians.

For example, once every three months or every mid-semester, the school holds sharing activities between parents, students, and homeroom teachers to discuss or assess how concerns or messages need to be communicated between students, parents, and homeroom teachers so that parents can directly observe how their children are developing while attending school. The achievement and quality of students is greatly influenced by the quality of the teaching staff at SMP Laboratorium UM Malang. A supportive learning environment, learner motivation, and the development of character and abilities needed for success at school and outside of school can all be achieved by qualified teaching staff. Therefore, improving the quality of teaching staff plays a major role in improving teaching standards and learner learning outcomes in schools.

## **4. Conclusion**

The Recruitment and Selection Process of Educators and Education Personnel at SMP Laboratorium UM Malang illustrates that the use of digital technology plays an important role in the effectiveness of human resource management. A more structured, open, and effective recruitment process is made easier by the digital era. To increase the number of applicants who meet the required criteria, the school uses digital platforms to post job vacancies, conduct interviews, and use social media to connect with qualified teacher candidates.

In addition, performance reviews and educator training are conducted online, enabling continuous competency improvement. Schools can design contemporary learning environments that adapt to the evolving demands of education by utilizing digital technologies. Learner performance and quality will be positively affected by the quality of teachers generated by effective approaches. All things considered, including digital technology into staff recruitment and development is essential to improve teaching standards at SMP Laboratorium UM Malang and assist educational institutions in adjusting to the increasingly complex era of globalization.

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