

Management of Educator Recruitment at SMPIT Insan Kamil Batusangkar

Received: 28-06-2022; Revised: 29-06-2022; Accepted: 30-06-2022

Fadriati

Institut Agama Islam Negeri Batusangkar

Korespondensi : Jl. Jendral Sudirman no. 137 Lima Kaum, Batusangkar

e-mail: fadriati@iainbatusangkar.ac.id



Abstrak: Penelitian ini bertujuan untuk mengetahui perencanaan, pengorganisasian dan pengawasan rekrutmen tenaga pendidik pada Sekolah Menengah Atas Islam Terpadu (SMPIT) yang dikelola oleh Yayasan Sepakat Maju Batusangkar Sumatera Barat. Penelitian ini dilakukan di SMPIT Batusangkar. Metode penelitian yang digunakan adalah metode penelitian fenomenologis dengan pendekatan pengolahan data kualitatif. Sumber data utama penelitian ini adalah Ketua Pembina Yayasan, Ketua Yayasan dan Kepala Sekolah SMPIT Insan Kamil Batusangkar dengan menggunakan wawancara, observasi dan studi dokumentasi. Teknik analisis data yang digunakan adalah model Miles dan Huberman tiga langkah, yaitu reduksi data, penyajian data, dan penarikan kesimpulan. Teknik pengujian validitas data menggunakan uji kredibilitas. Hasil penelitian menunjukkan bahwa pengelolaan rekrutmen tenaga pendidik di SMPIT Insan Kamil Batusangkar dimulai dengan perencanaan yang meliputi analisis kebutuhan, persiapan rekrutmen, dan penentuan kualifikasi rekrutmen. Penyelenggaraan rekrutmen tenaga pendidik juga berjalan dengan baik, khususnya dengan menjalin kerjasama dan koordinasi dengan berbagai pemangku kepentingan, mulai dari yayasan hingga panitia tim rekrutmen. Rekrutmen tenaga pendidik dilakukan melalui pemasangan pengumuman rekrutmen melalui media sosial, website, dan cetak brosur mengenai penerimaan pendaftaran, seleksi tenaga pendidik, dan keputusan rekrutmen tenaga pendidik. Pengawasan juga dilakukan dengan baik mulai dari yayasan dan kepala sekolah hingga panitia pelaksana dan proses pelaksanaannya.

Kata Kunci: Manajemen Rekrutmen, Pendidik

Abstract: *This study aims to determine the planning, organization and supervision of the recruitment of educators at the Integrated Islamic High School (SMPIT) managed by the Sepakat Maju Batusangkar Foundation, West Sumatra. This research was conducted at SMPIT Batusangkar. The research method used is a phenomenological research method with a qualitative data processing approach. The main sources of data for the study were the Chairman of the Foundation Trustees, the Chairman of the Foundation and the Principal of SMPIT Insan School Kamil Batusangkar using interviews, observations and documentation studies. The data analysis technique used is the three-step Miles and Huberman model, namely data reduction, data presentation and drawing conclusions. The data validity testing technique uses a credibility test. The findings show that the management of educator recruitment at SMPIT Insan Kamil Batusangkar begins with planning that includes needs analysis, preparation for recruitment, and determination of recruitment qualifications. The organization of the recruitment of educators is also going well, in particular by collaborating and coordinating with the various stakeholders, ranging from the foundation to the committee of the recruitment team. Recruitment of educators is done through the posting of*

recruitment announcements via social media, websites, and printed brochures regarding acceptance of registration, selection of educators, and decisions on educator recruitment. Supervision is also done properly from the foundation and the school principal to the implementation committee and the implementation process.

Keywords: *Recruitment Management, Educators*

INTRODUCTION

Management is an effort made by the school, namely the director by involving all members of the organization to achieve an objective. The success of an organization is largely determined by the stages of management (Daswirman, 2019). A good structured management will guarantee the success of a job, because management is a tool that can facilitate certain processes depending on their functions. Management is a process of coordinating and integrating activities effectively and efficiently, and describes the function of management in each task. The relevant human resources must be able to reach various related areas of life, including school principals. The manager's ability to manage is related to various components of the school, including discipline, school climate, religious culture, and how to solve the problems of students and educators (Mulyasa, 2005).

The establishment of the recruitment of educators is expected by the schools to have qualified educators according to the expectations of the school. Various aspects of activities in schools are largely determined by the quality of their human resources, as the implementation of school programs is also determined by the people who participate in them. However, the completeness and sophistication of school facilities, both facilities and infrastructure, but if the human resources involved in them are of low quality, this will have an impact on the results obtained, making it difficult to achieve the goals that have been set. The quality of the teaching staff is an important and fundamental thing in the educational process. Educators are not only judged on how they teach, but early in the recruitment or selection process to become a teacher. Before the process of recruiting educators, it is necessary to

determine several criteria so that the educators recruited can have a good effect, especially in the academic progress. Since the criteria and skills of future educators are different from each other, a selection process must be carried out (Darma, 2017).

Teachers are professional educators who carry out tasks on lines, types and levels of formal education. Teachers are appointed in accordance with applicable laws and regulations. The position of teachers and lecturers as professional educators is evidenced by educator certificates. In the law number 14 of 2005 concerning teachers and lecturers, it is stipulated that professionalism is work done by a person and becomes a lifelong source of income which requires expertise, skills or competences meeting certain standards or quality standards and which requires professional education.

The problem that often arises in the recruitment of educators is poor planning, so that there is a failure in achieving the recruitment objectives, because there are tasks that should be done by several people and must be done simultaneously (Adinda, 2021). This situation occurs, due to the lack of experts in certain areas of work. Sometimes the placement of personnel in the functions is also not in accordance with the training and work experience, only seen from the talent of the candidate not based on the training. A good recruitment process will help to obtain educators according to the standards set by the school, since the implementation of school activities and their results are also determined by human resources. Complete and modern construction facilities, as well as sophisticated work equipment and tools will be meaningless if the comfortable human resources are not competent (Fauzan, 2018).

The recruitment of educators at SMPIT Insan Kamil Batusangkar aims to obtain qualified educators, so that they are able to

perform their duties as educators and participate in improving the quality of education. The recruitment process should also support meeting the needs of the school and refer to established standards, so that recruitment is not limited to filling vacancies for educators. Recruitment must be able to meet the needs of schools to obtain professionals in their fields and support the improvement of the quality of education at SMPIT Insan Kamil Batusangkar.

METHOD

This research was conducted using a phenomenological research method with a qualitative descriptive approach, namely research that aims to describe what phenomena occur based on facts and findings in the field (Moloeng, 2018). This study aims to describe the phenomena related to the management of the recruitment of educators at SMPIT Insan Kamil Bayusangkar. The data collection tools used were observation guidelines, interview guidelines and literature reviews related to the management of educator recruitment at SMPIT Insan Kamil Batusangkar. In this study, extensive observations were made on the activities related to the recruitment of educators. Phenomenological research with a qualitative approach is the applied research method. This method is used to determine the state of the object naturally, where the seeker is the key instrument. The data validity testing technique used triangulation of sources with inductive data analysis, so that research results obtained qualitatively put more emphasis on meaning.

Research data sources consist of primary and secondary data sources. Primary data sources are primary data sources that are directly obtained through questions and answers and observations. The results obtained by the observations are marked and recorded as primary data. Sources of this data include: Director of Trustees, President of Foundations, and Principals of Schools.

Primary data sources are key informants who become direct sources of research data. All research informants are parties who have official ties and play a role in educator

recruitment activities at SMPIT Insan Kamil Batusangkar.

Secondary data sources, which are additional data sources that are not directly a research data source. Secondary data sources for this study were documentation and direct observation of behaviors related to the management of educator recruitment at SMPIT Insan Kamil Batusangkar.

Data collection techniques are carried out using several techniques relevant to the research objectives and research methods designed. The data collection techniques carried out were (1) Observation, i.e. direct observation of research topics related to the management of teacher recruitment at SMPIT Insan Kamil Batusangkar. The researcher observes the recruitment process which is carried out in stages in order to obtain complete observations in accordance with the objectives of the research, (2) Interviews, which are only responses carried out with research informants which aim to obtain data on the steps of managing the recruitment of educators at SMPIT Insan Kamil Batusangkar. Interviews were conducted with informants namely Foundation Trustees, Foundation Heads and Principals to obtain detailed and more in-depth information on the management of teacher recruitment at SMPIT Insan Kamil Batusangkar. Interviews were conducted with reference to interview guidelines using a tape recorder, research notes, and other materials that help facilitate the interview.

The research interview guide grid focuses on the management of the recruitment of educators in SMPIT Insan Kamil Batusangkar regarding the planning, implementation and supervision of the management of the recruitment of educators in SMPIT Insan Kamil Batusangkar, the objectives of recruitment educators, the obstacles encountered in the recruitment of educators. (1) Literature study, namely, collecting information on school data, including the school's vision and mission, facilities and infrastructure, and the achievements of students, educators, and educational staff as well as other supporting documents. Literature in research is used to collect data from various

types of sources. Documentation is obtained from official correspondence, meeting notes, reports, proposals, agendas, letters, recruitment brochures, evaluation sheets, summaries of recruitment decisions, as well as progress reports on the research carried out.

The data analysis technique of this research uses interactive models of analysis from Miles and Huberman. This technique is divided into three parts, namely data reduction, data presentation, and drawing conclusions or verifying data. The three stages of data analysis are in accordance with data analysis techniques, namely (1) data reduction, namely the stage of grouping data by focusing on certain topics. Perform simplification and transformation of raw data. The data obtained is still raw and consists of written notes obtained in the field, (2) Data presentation, namely the process of presenting complex research data in a form of systematically organized information. The data is organized in a structured way with reference to the research object and appropriate to answer the research questions. At this stage, data is presented and interpreted using qualitative data analysis techniques and discussions using relevant theoretical studies and research findings, (3) Conclusion drawing is a stage of analysis of which is performed continuously during and after research data collection and presentation (Sugiyono, 2012). Conclusions are drawn from research results related to the subject of the research.

Conclusions are drawn on the basis of the main results, but remain faithful to the objective of the research. The conclusion of the research aims to further clarify the answers to the research questions in an objective manner.

RESULTS AND DISCUSSION

1. Planning for Recruitment of Educators at SMPIT Insan Kamil Batusangkar

The first function of managing teacher recruitment is planning. This step is a management function that is carried out in an organized way in the preparation of activities and all the possibilities that arise in a process. The planning for the recruitment of educators carried out at SMPIT Insan Kamil

Batusangkar is (a) Needs analysis, namely the identification of the needs of educators at SMPIT Insan Kamil Batusangkar. The needs analysis is carried out with reference to the number and qualifications of the needs and the available budgetary funds (Yanti Mulia Roza, interview, 02 June 2022).

The President of the Foundation and the Principal also stated that at the stage where the needs analysis was carried out, it referred to the number, the qualifications of the educators and the funds available. b) The preparation for recruitment was carried out after obtaining the qualifications of the required personnel. The preparation for recruitment was carried out by determining the person in charge of recruitment and the implementation committee determined by letter on the decision of the President of the Foundation (Yanti Mulia Roza, Interview: June 02, 2022). At the preparation stage, the committee designs the terms of reference for the activities and the budget of the necessary funds (Firdaus Al Muqaddas, interview: 02 June 2022). In addition, the plans developed serve as guidelines for the recruitment of educators. (c) The determination of the qualifications of candidates is carried out to serve as a standard of recruitment as well as a reference for the acceptance of candidates and the determination of the level of teaching staff required. According to the head of the Foundation, this is necessary to determine the qualifications of new educators according to the needs of SMPIT Insan Kamil Batusangkar.

Regarding the stages of planning for education, Bafadal (2008) suggests that planning is the first thing that must precede all activities. Recruitment of new educators requires careful planning in order to be easily guided in the implementation of activities. The stages of preparation for the recruitment of new educators include (1) reviewing laws, government regulations and foundation regulations regarding the acceptance of educators, (2) determining applicant requirements, (3) establishing registration procedures, (4) setting schedules, (5) preparing facilities required, such as announcement media for the acceptance of new educators, assessment formats, and

formats for recapitulation of accepted applicants, (6) preparation of rooms, (7) preparation of test materials for selection, examination guidelines for examination results and examination venues.

The data above shows that the recruitment planning stage at SMPIT Insan Kamil Bayusangkar is good and appropriate. This is in accordance with the opinion of Bafadal (2008) regarding the recruitment process that the planning must be carefully designed in order to facilitate the recruitment process and can meet the needs of the school.

The next stage is a recruitment team is formed by the chairman of the foundation with members consisting of the principal and teachers. Next, the recruitment team conducts a needs analysis by identifying the number and formation requirements needed. The recruitment team also prepares applicant requirements, exam materials and schedules (recruitment, acceptance of application files to announcement of recruitment results). Examiners are appointed to conduct a recruitment selection consisting of teachers who are competent in their fields.

The planning stage is carried out by analyzing various aspects. According to Malayu S.P Hasibuan (2006) job analysis is the process of analyzing and compiling the work to be done, how to do it and the reasons for doing it.

The description of the working steps is compiled based on working techniques in accordance with the guidelines. The planning stages carried out are (1) Recruitment preparation, namely the formation of a committee, determining applicant requirements, establishing registration procedures, setting schedules, preparing required facilities, applicant recapitulation formats, and assessment formats, (2) Disseminating news through mass media such as brochures, radio, newspapers and so on contain the time, place, requirements, and procedures, (3) Acceptance of applications includes serving the public who submit applications, checking the completeness of the application letter and checking the contents of the application letter.

Furthermore, the team recapitulates all applications in an applicant recapitulation format. The application letter must be accompanied by supporting documents such as a diploma, birth certificate, health certificate from a doctor and a certificate of good behavior from the police.

Selection of applicants is carried out for screening of all applicants. According to Bafadal (2008), there are five techniques that can be used in this selection, namely biographical inventory, interviews, body examinations, test techniques, and assessment by the assessment center.

The entire process of planning for the recruitment of educators at SMPIT Insan Kamil Batusangkar is carried out according to procedures. Planning is carried out to obtain as many supplies of prospective applicants as possible so that the selection team has many opportunities to make choices for prospective educators who are considered to meet the organization's qualification standards.

2. Organizing the Recruitment of Educators at SMPIT Insan Kamil Batusangkar

According to Griffin's (2016) theory that organizing is the whole mechanism of grouping people, tools, tasks, responsibilities and authorities, so that an organization that has a unified purpose is formed. Sagala (2002) states that organizing is the process of selecting people and allocating facilities and infrastructure to support the tasks of people in the organization.

The principles in organizing according to Purwanto (2010) include (1) clear goals, (2) unity of direction, (3) balance of authority with responsibility, (4) division of tasks (5) is permanent and structured (6) member security guarantees, (7) the principle of responsibility and clear work procedures.

The principle of cooperation in the recruitment of educators is very necessary in the organization. The aim is to divide the work according to their respective fields or functions within the scope of activities to be held. According to Fattah (1996), cooperation must have the characteristics of (1) communication, (2) the ability to work together, (3) to achieve goals.

Islam teaches to do everything in a well-organized manner. An unorganized truth is easily destroyed by a well-organized falsehood. Ali Bin Talib said: "Unorganized truth can be destroyed by organized falsehood"

The organizing stage emphasizes the importance of integration and cooperation. Organizational goals will be achieved if they are carried out in a well-coordinated manner. The word of Allah in Surah Ali Imran verse 103 states:

وَأَعْتَصِمُوا بِحَبْلِ اللَّهِ جَمِيعًا وَلَا تَفَرَّقُوا وَاذْكُرُوا نِعْمَتَ اللَّهِ عَلَيْكُمْ إِذْ كُنْتُمْ أَعْدَاءً فَأَلَّفَ بَيْنَ قُلُوبِكُمْ فَأَصْبَحْتُمْ بِنِعْمَتِهِ إِخْوَانًا وَكُنْتُمْ عَلَى شَفَا حُفْرَةٍ مِنَ النَّارِ فَأَنْقَذَكُمْ مِنْهَا كَذَلِكَ يُبَيِّنُ اللَّهُ لَكُمْ آيَاتِهِ لَعَلَّكُمْ تَهْتَدُونَ ١٠٣

"And hold fast, all of you, to the rope (religion) of Allah, and do not be divided, and remember the favor of Allah to you when you were enemies. brothers; and you were on the brink of the abyss of hell, then Allah saved you from it. Thus does Allah make clear to you His verses, that you may be guided. (Q.S. Ali Imran: 103)"

The results of the research at SMPIT Insan Kamil Batusangkar indicate that the organizing stage involves the board of directors, foundations and school principals in coordination to form a recruitment team committee according to the mechanism. The recruitment program was formed by the Foundation as the manager of SMPIT Insan Kamil Batusangkar and then completely handed over to the recruitment team.

3. Implementation of the Recruitment of Educators at SMPIT Insan Kamil Batusangkar

The stages of recruitment carried out at SMPIT Insan Kamil Batusangkar are carried out through several things, namely (1) Dissemination of recruitment announcements. According to research informants, the distribution of announcements for the recruitment of new educators uses the school's website, social media (facebook, intagram, whatsapp), radio and brochures. Dissemination of recruitment information is submitted with the aim of absorbing as many prospective applicants for new educators as possible to obtain the desired criteria.

According to Hasibuan (2006), the more open the recruitment (via newspapers, radio or

TV), the more applicants. On the other hand, the more closed the recruitment process, the fewer applicants. According to Kasmir (2012) that the more sources of labor, the higher the level of selectivity.

The recruitment of new educators at SMPIT Insan Kamil Batusangkar provides as many opportunities as possible for everyone to apply. The large number of applicants, the more open the way to get quality hangers, (2) Acceptance of applications, is carried out directly at the SMPIT Insan Kamil Batusangkar education complex. Applicants submit applications referring to the requirements according to the announcement.

According to research informants, the application file was received directly by the recruitment team officer at SMPIT Insan Kamil Batusangkar. All applications received are checked for completeness. Furthermore, administrative selection is carried out to determine applicants who are entitled to proceed to the next stage.

Ibrahim (2008) stated that teacher recruitment must be carefully planned, so that schools can obtain quality teachers. Recruitment that is done well can certainly give good results for schools.

The acceptance of application files for prospective teachers at SMPIT Insan Kamil Batusangkar has been good, because it is in accordance with good recruitment management. Recruitment preparations are carried out carefully by the prepared selection team, with stages (1) The administrative selection stage. This selection aims to check the completeness of the administration and the specified qualifications. The implementation of the selection of educators at SMPIT Insan Kamil Batusangkar, has several stages, preparation for selection, implementation of selection, selection of materials, questions, interviews of selecting officers.

According to research informants, interviews were conducted to determine work readiness, loyalty, job search goals and the expected salary (Yanti Mulia Roza, Interview: 03 June 2022). Another informant also stated that the recruitment process did not use a written test, but an interview test. Interviews were conducted to gain insight into aqidah,

worship, the ability to read the Qur'an and worship practices (Firdaus Al Muqaddas, Interview: 03 June 2022).

The data presented by research informants is in line with Bafadal's (2008) theory that after registration for new educator candidates is closed, the next activity is the selection or screening of all applicants, (2) Recruitment selection decisions. According to research informants, the decision to recruit educators at SMPIT Insan Kamil Batusangkar was made through a meeting of the foundation supervisor, the head of the foundation, the principal and the recruitment team for new educators at SMPIT Insan Kamil Batusangkar.

Overall, the selection system carried out at SMPIT Insan Kamil Batusangkar is good and in accordance with the existing literature review. Likewise, the implementation of recruitment to get qualified educators has been going very well, because it has taken into account the competence of prospective educators in accordance with existing regulations.

Overall, the selection system for new educators at SMPIT Insan Kamil Batusangkar is good. This can be seen from the structured selection process. The selection was organized and detailed and was able to obtain quality results. However, the implementation of general knowledge and personality tests needs to be improved, because it is through interviews. This aspect requires a more specific written test. Through a written test, it will be possible to dig deeper into the insights and results of the psychological test correctly.

4. Supervision of the Recruitment of Educators at SMPIT Insan Kamil Batusangkar

The stage of supervision is an important part of structured management. Moreover, supervision of recruitment selection, because it aims to obtain competent educators, so it needs to be done objectively.

Recruitment of educators is part of human resource development. This process is carried out not only from the results of an evaluation of the needs of educators, but also to carry out a quality process (Yanti Mulia Roza, interview: 03 June 2022).

According to research informants, supervision is useful for analyzing the suitability of the recruitment design that has been prepared with its realization (Firdaus Al Muqaddas, Interview: 02 June 2022). Supervision is carried out directly and indirectly. Directly during the implementation of activities, and indirectly through document analysis and the results obtained.

Supervision also serves to determine the suitability of the selection stages with selection guidelines and other matters related to recruitment. The positive impact of supervision is the existence of standardized control of the recruitment process, so that qualified personnel are obtained.

The supervision carried out in the recruitment of educators at SMPIT Insan Kamil Batusangkar is in line with the theory of supervision according to Fattah (1996) which explains that the supervision process is all forms of business carried out according to predetermined expectations. This step also serves as feedback to measure the suitability of planning with its implementation.

Supervision also serves as control. Control is one of the functions of management that aims to provide an assessment. This is also a correction in the implementation of the task, so that the quality of the task is known. Supervision can help ensure that the implementation of activities refers to certain standards (Agus Sabardi, 2001).

Related to this, Syafie (2002) explains that in the Qur'an supervision is transcendental. Through supervision will emerge inner discipline. This causes work motivation because God has a high value.

The supervisory function of Allah SWT. in the Qur'an:

وَالَّذِينَ اتَّخَذُوا مِنْ دُونِهِ أَوْلِيَاءَ اللَّهُ حَفِظَ عَلَيْهِمْ وَمَا أَنْتَ عَلَيْهِمْ بِوَكِيلٍ ٦

And those who take protectors other than Allah, Allah watches over them; and you (O Muhammad) are not the one to watch over them. (Surat as-Shuraa: 6)

Every activity requires supervision, so that the activities carried out can be controlled in accordance with the objectives. In carrying out supervision, the person in charge of activities can immediately provide the right direction

and guidance, so that if there are errors, they can be directly corrected.

CONCLUSION AND RECOMMENDATION

Based on the data found in the field and the discussion regarding the management of the recruitment of educators at SMPIT Insan Kamil Batusangkar, it can be concluded as follows:

1. Planning for the recruitment of educators at SMPIT Insan Kamil Batusangkar is carried out by the foundation and the school. Recruitment planning includes needs analysis, preparation for recruitment, and determination of the qualifications of educators needed.
2. Organizing the recruitment of educators at SMPIT Insan Kamil Batusangkar is carried out by collaborating and coordinating with various parties, ranging from the foundation to the implementing committee with the principle of division of tasks. Pelaksanaan rekrutmen guru dilakukan dengan penyebaran pengumuman rekrutmen, penerimaan lamaran, seleksi pelamar secara administrasi dan wawancara serta keputusan rekrutmen.
3. Supervision of the recruitment of educators is carried out by the foundation and the principal directly and indirectly. Directly by observing the recruitment process and indirectly through analysis of recruitment documents and the results obtained.

REFERENCES

- Adinda, Firma., Dkk., E Learning Based Islamic, Education Learning (Innovation Study of MTsN 1 Sawahlunto Educators in the Middle of the Covid 19 Outbreak), Jurnal al Fikrah, Vol.IX, Nomor 2, Desember 2021, DOI: <http://dx.doi.org/10.31958/jaf.v9i2>
- Bafadal, I. (2008). Peningkatan Profesionalisme Guru Sekolah Dasar. *Jakarta : Bumi Aksara*.
- Darma, G. S. (2017). Proses Rekrutmen, Seleksi, Pelatihan, Penempatan dan Kinerja Karyawan. *Jurnal Manajemen Dan Bisnis ISSN 1829-8486*, 14(1).
- Daswirman, (2019). Kontribusi Kompetensi Manajerial Kepala Sekolah dan Peran Komite Sekolah terhadap Ketersediaan Sarana Labor IPA pada SMPN Kota Sawahlunto, Jurnal Al Fikrah, Vol.VII, No. 1 Januari-Juni 2019, DOI: <http://dx.doi.org/10.31958/jaf.v9i2>
- Fattah, N. (1996). Landasan Manajemen Pendidikan. *Bandung: Remaja Rosda Karya*.
- Fauzan, Ahmad., Sri Ilham Nasution, Manajemen Sumber Daya Manusia Pondok Pesantren Shuffah Hizbullah Natar Lampung Selatan, Jurnal al Fikrah, Vol.VI Januari-Juni 2018, DOI:<http://dx.doi.org/10.31958/jaf.v9i2>
- Griffin, R. W. (2016). Manajemen Edisi Kesepuluh. *Jakarta: Erlangga*.
- Hasibuan. (2006). Manajemen Sumber Daya Manusia. *Jakarta: PT. Bumi Aksara*.
- Kasmir. (2012). Manajemen Sumber Daya Manusia Teori dan Praktik. *Jakarta: Rajawali Pers*.
- Moloeng, L. J. (2018). Metodologi Penelitian Kualitatif. *Remaja Rosdakarya*.
- Mulyasa. (2005). Manajemen Berbasis Sekolah. *Bandung: PT Remaja Rosda Karya*.
- Purwanto. (2010). Evaluasi Hasil Belajar. *Yogyakarta: Pustaka Belajar*.
- Sagala, S. (2002). Konsep dan Makna Pembelajaran. *Bandung: Alfabeta*.
- Sugiyono. (2012). Memahami Penelitian Kualitatif. *Bandung: Alfabeta*.
- Syafie, K. I. (2002). Manajemen Pemerintahan. *Jawa Barat: Pustaka Reka Cipta*.
- Undang-Undang Guru dan Dosen (UU RI No. 14 Th. 2005), (Jakarta: Sinar Grafika).
- Undang-Undang Sistem Pendidikan Nasional (UU RI No. 20 Th 2003), (Jakarta: Sinar Grafika Offset).