



LITERATURE REVIEW FACTORS AFFECTING TEACHER PERFORMANCE: HR PLANNING, RECRUITMENT AND SYSTEMATIC THINKING

Nurmadiyah Nurmadiyah¹, Kemas Imron Rosyad²

¹) State Islamic University Sulthan Thaha Saifuddin, norma.diah092019@gmail.com

²) State Islamic University Sulthan Thaha Saifuddin, kemasimronrosadi@uinjambi.ac.id

Corresponding author: Nurmadiyah¹

Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews the factors that influence teacher performance, namely: HR Planning, Recruitment and Systematic Thinking, a study of Human Resource Management literature. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. The results of this literature review article are: 1) HR planning affects teacher performance; 2) Recruitment has an effect on Teacher Performance; and 3) Systematic Thinking has an effect on Teacher Performance.

Keyword: Teacher Performance, HR Planning, Recruitment and Systematic Thinking

INTRODUCTION

Every student, whether for Strata 1, Strata 2 and Strata 3, must conduct research in the form of theses, theses and dissertations. Likewise for lecturers, researchers and other functional staff who actively conduct research and make scientific articles for publication in scientific journals.

Scientific work is one of the requirements for students to complete studies at most universities in Indonesia. This provision applies to all levels of education, namely undergraduate thesis (S1), undergraduate thesis (S2), third-level dissertation (S3).

Based on empirical experience, many students and authors have difficulty finding supporting articles for their scientific works as previous research or as relevant research. Relevant articles are needed to strengthen the theory under study, to see the relationship or influence between variables and build hypotheses. This article discusses the influence of HR Planning, Recruitment, and Systems Thinking on Teacher Performance, a literature review study in the field of Planning Management.

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

- 1). Does HR Planning affect Teacher Performance?
- 2). Does Recruitment Affect Teacher Performance?

3). Does Systematic Thinking Affect Teacher Performance?

LITERATURE REVIEW

Teacher performance

Teacher performance is a work achieved by a person by carrying out the tasks assigned to him based on skills, experience, sincerity and time (Hasibuan M. S., 2017). The dimensions or indicators of Teacher Performance are quality, quantity, timeliness, effectiveness, independence, and work commitment (Robbins, 2016).

Teacher performance is the quality, quantity, time used, position held, absenteeism, and safety in carrying out work. Which dimension is important is different from one job to another (As'ad, 2013). Dimensions or indicators of Teacher Performance are work quality, work quantity, work discipline, initiative and cooperation (Nasution, 2016)

Teacher performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he has given (Mangkunegara, 2013). Dimensions or indicators of Teacher Performance are factors of ability and motivation (Mangkunegara, 2013)

This teacher's performance has been studied by many previous researchers including (Nugroho, 2013) and (Sofyan, 2013).

HR Planning

HR planning is a series of activities carried out to anticipate business and environmental demands on the organization in the future from meeting manpower needs caused by certain conditions (Hani, 2014; Handoko, Personnel and Human Resources Management, 2014) . The dimension or indicator of HR Planning is the External Environment (Environmental changes are difficult to predict in the short term and sometimes impossible to predict in the long term. a. Economic development has a great influence but is difficult to estimate. For example, the rate of inflation, unemployment and interest rates are often determinants of business conditions faced by companies. b. Socio-political-legal conditions have implications for human resource planning through various regulations in the field of personnel, changes in attitudes and behavior, and so on. c. Meanwhile, current technological changes are not only difficult to predict but also difficult to assess.

The tremendous development of computers is a clear example of how technological change causes turmoil in human resources. d. Competitors are another external challenge that will affect the demand for human resources of the organization. For example, "hijacking" managers will force companies to always prepare their replacements through anticipation in human resource planning), Organizational Decisions (Various organizational decisions affect demand for human resources. a. The company's strategic plan is the most influential decision. This binds the company in the long term to achieving goals such as growth rates, new products, or new market segments. These goals determine the number and quality of employees needed in the future. b. In the short term, planners translate strategic plans into operations in the form of budgets. The size of the budget is the most significant short-term effect on human resource needs. c. Sales and production forecasts, although not on budget, also lead to changes in short-term personnel requirements. d. Business expansion means the need for new human resources.

e. Likewise, reorganization or redesign of jobs can radically change needs and require different skill levels of future employees), Employee Supply Factors (Human resource demand is modified by employee activities. Retirement, application quitting, termination, and death all increase the need for personnel. Past data on these factors and trends in their development can serve as an accurate planning guide) (Handoko, Personnel Management and Human Resources, 1997).

HR planning is a process that seeks to ensure that the right number and type of employees will be available at the right place, at the right time for the future, able to do the things needed so that the organization can continue to achieve its goals. (Moekijat, 2016). Dimensions or indicators of HR Planning are external and internal factors with the following explanations: (1) External factors are various things whose growth and development are beyond the organization's ability to control them include: economic situation, socio-cultural, political, statutory regulations, technology and competitors; (2) Internal factors are various obstacles that exist within the organization itself. Internal factors include: strategic plans, budgets, estimates of production and sales, new businesses or activities, and organizational design and job assignments. (Siagian, 2014).

HR planning is the process of establishing a strategy to acquire, utilize, develop and maintain human resources in accordance with the needs of the organization/company now and its development in the future (Nawawi, 2017). The dimensions or indicators of Teacher Performance consist of procurement, development, compensation, maintenance, and dismissal. (Hasibuan M. S., 2017)

HR planning has been studied by many previous researchers including (Heru Saputra, 2020) and (Redy Tri Saputra, 2020)

Recruitment

Recruitment is an effort to find and get as many qualified candidates for education as possible so that the best and most capable candidates are selected (E.Mulyasa, 2007). Recruitment dimensions or indicators are selection, through oral, written and deed/practice exams (E.Mulyasa, 2007)

Recruitment is a process to get a number of quality human resources (employees) to occupy a position or job in a human resource company (HR) that should not be ignored, this is due to prevent a mismatch between what is desired and what is obtained. . That is, the organization does not get the right employees, in terms of both quality and quantity. If it does not happen as expected by the organization, it can be said that the possibility of work activities is less effective and efficient, then the organization will fail (Rivai V. e., 2016). Recruitment dimensions or indicators are (1) The recruitment program attracts many qualified applicants. (2) The recruitment program never compromises the selection standards. (3) Takes place on a continuous basis. (4) The recruitment program must be creative, imaginative, and innovative.

Recruitment is an important issue in labor procurement. If the withdrawal is successful, it means that many applicants have submitted their applications, the opportunity to get good employees is wide open, because the company can choose the best among the good. (Hasibuan M. S., 2017). The dimensions or indicators of Kineja Guru are the recruitment process, recruitment methods, recruitment requirements, recruitment objectives, determination of the number and qualifications of prospective employees, and recruitment results (Achmad, 2015).

Recruitment has been studied by many previous researchers including (Nurul Aisyah, 2018) and (Billy Renaldo Potale, 2016)

Systematic Thinking

Systematic Thinking is to explain Systematic Thinking - as a combination of understanding the definition of thinking, thinking processes, thinking patterns and the definition of the system - are: (1) Thinking skills to see the causal feedback structure on the elements of the problem system, (2) Done in various contextual dimensions that can change the holistic nature of the system, (3) With an iterative and interactive process, (4) Aims to build, modify and improve the quality of the internal structure of the mind (mental model),

(5) Through a series of reflective dialogical questions based on the characteristics of the system as a tool (Hidayatno, 2016).

Systems thinking is a product of thinking that began in the 20th century. The Systematic Thinking Model was triggered when the development of factors in the fields of economy, ecology, health when entering the century. In order to produce regular results in these areas of community life, a more traceable and measurable approach is needed (Mawarni, 2019).

Systematics thinking is systems that help to understand how a system and its elements are understood from different perspectives which result in different approaches and performance / system outputs, with the same system boundaries and system structures (Richmond B. W., 2000)

Systematic thinking has been studied by many previous researchers including (Erni Sukmawati, 2022) and (Djuddah, 2020)

Table 1: Relevant previous research

No	Author (year)	Previous Research Results	Similarities to this article	Difference with this article
1	Heru Saputra (2020)	The Effect of Human Resource Planning, Recruitment and Placement on Employee Performance	Influence of Human Resource Planning, Recruitment on Performance	Systematic thinking affects employee performance
2	Aderi Saputra (2018)	The Effect of Human Resource Planning on Employee Performance	Human Resource Planning on performance	Employee performance
3	<i>Redy Tri Saputra, dkk (2020)</i>	The Influence of Talent Management, HR Planning, and HR Audit on Employee Performance	HR Planning & Influencing Performance	Manajemen Talenta, Dan Audit SDM Terhadap Kinerja Karyawan
.4	Desti Nawang Sari (2020)	Effect of Recruitment and Competence on Teacher Performance	Recruitment & Influence on Teacher Performance	Competence
.5	Gerson Junius Arisom, dkk (2017)	Effect of Recruitment and Training on Teacher Performance	Recruitment Affects Teacher Performance	Training
6	Djuddah, dkk (2020)	The Influence of Competence and Rewards on Systematic Thinking in Islamic Education	Influence and Systematic Thinking	Competence and Reward x3 becomes y1

RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali, 2013).

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article in the concentration of Human Resource Management is:

The Influence of HR Planning on Teacher Performance.

HR planning affects teacher performance, where the dimensions or indicators of HR planning (procurement, development, compensation, maintenance, and termination affect the dimensions or indicators of teacher performance (quality, quantity, timeliness, effectiveness, independence, and work commitment), (Stephen P, 2016).

To improve teacher performance by paying attention to HR planning, what management must do is the process of establishing a strategy to acquire, utilize, develop and maintain human resources in accordance with the needs of the organization/institution now and its development in the future, where the process of determining labor needs, both from internal and external of an institution to obtain and provide the right manpower so as to be able to achieve the goals of the institution or organization. (Nawawi, 2017)

HR planning affects teacher performance, if HR planning is perceived as good by customers / consumers then this will be able to improve the quality of careful planning for HR and will improve teacher performance, (Nawawi, 2017). HR planning affects teacher performance, this is in line with research conducted by: (Nawal Ika Susanti, 2021), (Haqiqi, 2017), and (Rillya A. Kelejan, 2018)

The Effect of Recruitment on Teacher Performance.

Recruitment affects Teacher Performance, where the dimensions or indicators of HR Planning (recruitment process, recruitment methods, recruitment requirements, recruitment objectives, determination of the number and qualifications of prospective employees, and recruitment results) affect the dimensions or indicators of Teacher Performance (quality of work, quantity of work, work discipline, initiative and cooperation), (Nasution, 2016).

To improve teacher performance by paying attention to recruitment, what management must do is a number of qualified human resources (employees) to occupy a position or job in a company. In an effort to achieve company goals, where to achieve company goals, the recruitment process has a very important role because the recruited employees will later move all aspirations and realize the company's goals administratively and operationally (Rivai, 2013).

Recruitment has an effect on teacher performance, if recruitment is perceived well by customers / consumers then this will be able to improve the quality of increasing attention to employee recruitment and will improve teacher performance, (Rivai V. e., 2016).

Recruitment affects teacher performance, this is in line with research conducted by: (Darwin Lie, 2021), (Nurdin, 2021), and (Wildan Aditya Ramadhan, 2021).

Systematic Thinking has an effect on Teacher Performance, where Systematic Thinking helps to understand how a system with elements in it is understood from a different perspective which results in different approaches and performance, with the same system boundaries and system structure (Richmond, (2000)).

To improve teacher performance by paying attention to Systematic Thinking, what management must do is equal distribution of teachers, infrastructure (facilities) and school land that does not yet have a certificate. effect on improving performance. (Sumarto, 2016).

Systematic thinking affects teacher performance, this is in line with research conducted by: (Erni Sukmawati, 2022), (Djuddah, 2020), and (Sumarto, 2016).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is obtained as below.

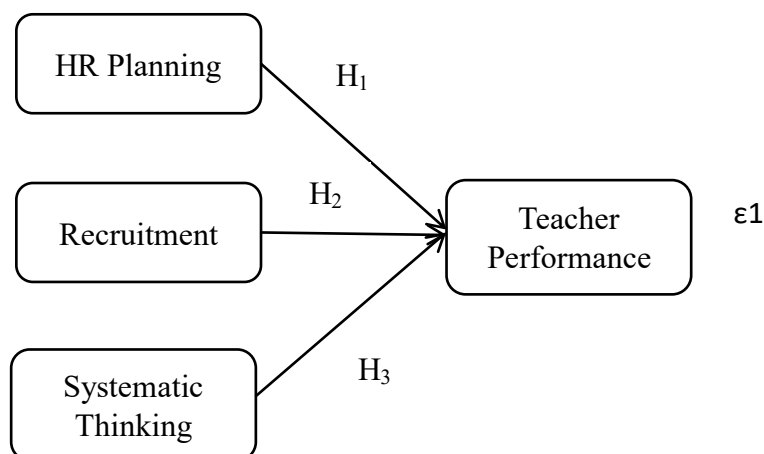


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: HR Planning, Recruitment, and Systematic Thinking have an effect on Teacher Performance.

Apart from these three exogenous variables that affect teacher performance, there are many other variables that influence them, including:

- 1) Job Satisfaction: (Narsih, 2017), (Changgriawan, 2017), and (Wijaya, 2018), : (Harini et al., 2020), (Masydzulhak et al., 2016), (Mukhtar et al., 2016)), and (Silitonga et al., 2017),
- 2) Work Motivation: (Risky Nur Adha, 16), (Jayanti Ardhani, 2019), and (Amin Alhusaini, 2020), (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016), (Aima et al., 2017) ,\
- 3) Teacher Welfare: (Wahyudin, 2020), (Massalim, 2019), and (Mashudi, 2017).
- 4) Organizational Culture: (Harini et al., 2020), (Elmi et al., 2016) and (Limakrisna et al., 2016),
- 5) Work discipline: (Elmi et al., 2016), (Ali, 1926), (Agussalim et al., 2016) and (Anwar et al., 2020),
- 6) Employee involvement: (Riyanto, Pratomo, et al., 2017), and (Riyanto, B, et al., 2017),

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research: HR planning affects teacher performance; Recruitment affects teacher performance; Systematic Thinking has an effect on Teacher Performance.

Suggestion

Based on the conclusions above, the suggestions in this article are that there are many other factors that affect teacher performance, apart from HR Planning, Recruitment, and Systematic Thinking at all types and levels of organizations or companies, therefore further studies are needed. to look for other factors that can affect teacher performance other than the

variables studied in this article. Other factors such as work environment, principal leadership and teacher welfare.

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