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Analysis of Recruitment Function in Human Resource Management in Education Sector at Muhammadiyah 3 Elementary School ICP Sumberrejo Bojonegoro

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Article Info	Abstract
	Purpose – This study aims to describe recruitment in human resource management in education at SD Muhammadiyah 3 ICP Sumberrejo, Bojonegoro. **Methodology** – This study uses a qualitative method with a literature study approach identified by descriptive and exploratory analysis. The focus of the study will be carried out to limit the study in order to select which data is relevant and which data is not relevant. Data collection techniques include: (1) observation techniques called observation; (2) interviews; and (3) documentation. While data analysis techniques are carried out by means of data reduction, triangulation, and drawing conclusions. **Findings** – This study identified six recruitment functions in human resource management in the field of education at SD Muhammadiyah 3 ICP Sumberrejo Bojonegoro, including: (1) recruiting quality talent; (2) filling vacant positions; (3) supporting institutional development; (4) diversifying the workforce; (5) increasing employee retention; and (6) reducing the risk of selection errors. **Originality** – The development of a recruitment model as the most effective strategy for managing human resources in education needs to be done. Since this research was conducted in an Indonesian institutional environment, further research is needed to investigate whether the six components can be applied universally.

1. Introduction

The development and progress of a country is very dependent on how its human resources develop. If its people have adequate abilities and skills, it can have an impact on the progress and development of the country. Conversely, if its human resources are weak or even less competent, then this has the potential to lead the country to a path of backwardness. As mentioned (Putri et al., 2022), human resources have become the basic capital for the wealth of a nation. Because, humans are considered as a means of production that is active in collecting or exploiting capital and natural resources. In addition, humans are also factors that can build social, economic, and political organizations in a country.

Indonesia is one of the developing countries that has an abundance of natural resources and population. Indonesia is recorded as the fourth most populous country after China, India, and the United States (databoks, 2019). This indicates that Indonesia actually has the opportunity to progress. Because basically with all the resources it has, it can actually make Indonesia a rich country if its people can manage the wealth of natural resources properly and correctly. Because in addition to abundant natural resources.

Not only the state, in an organization also considers that human resources are an important tool in order to support the achievement of its goals. Human resources in an organization are known as the most valuable assets in determining the pace of an organization. This is also proof that humans are individual and social beings at the same time. This means that humans as individuals have the potential to be developed and contribute to the surrounding environment. On the other hand, humans cannot live without the role and support of other humans. Humans basically need each other. From here the concept of human resources then developed. This mutual need is what basically makes the pattern of cooperation an important part in realizing shared ideals (Arifin, 2022; Halisa, 2020; Sawaluddin & Rustandi, 2020).

Education is the foundation for the progress of a society, becoming the main pillar in directing the development and progress of a nation. In an era where knowledge and skills are the main currency, the quality of human resources (HR) involved in the education system becomes a determining factor in the success of a country in achieving development goals. To manage these HR effectively, structured and sustainable human resource (HR) management is needed. Among the various aspects of HR management, the recruitment process emerges as a crucial foundation, especially in the context of education. In the world of education, the quality of human resources (HR) is the main key in achieving the goal of quality education. Human resource (HR) management in the field of education has unique challenges, where the recruitment process plays a very important role in ensuring that educational institutions have qualified, skilled, and committed staff. In the realm of education, the quality of human resources (HR) has very big implications for the success and effectiveness of educational institutions.

Human resource (HR) management in the context of education is not only concerned with recruiting individuals to fill certain positions, but also ensuring that they have the qualifications, skills, and commitment that are in line with the desired educational vision and mission. Schools, as organizational units, require adequate human resource management to realize their goals and visions (Utamy et al., 2020; Saputra et al. 2020). The recruitment process is the starting point in building a foundation of quality human resources in educational institutions. In this article, we

will conduct an in-depth analysis of the recruitment function in human resource management in the field of education.

The focus will be on how the recruitment process plays a crucial role in shaping the characteristics and quality of human resources, as well as how the implementation of effective recruitment strategies can have a positive impact on achieving educational goals. Through a deep understanding of the recruitment process in the context of education, it is hoped that we can identify the specific challenges faced in recruiting quality human resources, as well as explore solutions and strategies to overcome these challenges. Thus, educational institutions can improve the effectiveness of their recruitment, strengthen the foundation of human resources, and overall increase their contribution to the development of quality education.

The recruitment process is not only about finding individuals to fill vacant positions, but also a strategy to build a strong foundation for the long-term growth and success of an educational institution. In this article, we will conduct an in-depth analysis of the recruitment function in human resource management in education, exploring the critical role played by the recruitment process in shaping the characteristics and quality of human resources in educational institutions. With a deep understanding of the important aspects of the recruitment process in the education sector, it is hoped that we can identify opportunities to improve recruitment effectiveness, overcome specific challenges in obtaining quality human resources, and direct educational institutions towards sustainable success in achieving their missions.

Based on the literature review that has been conducted, there are several previous studies that are relevant to this study. Among them is the study Arifin (2022), which came to the conclusion that the purpose of the recruitment procedure is to attract candidates who are truly suitable and by checking the suitability of candidates with the required job positions. In addition, the HR Department has a role in planning the recruitment and selection of the required human resources. Also, another study Utomo et al. (2021) which states that the development of the quality of human resources for educators has a very important role in efforts to build a strong and stable organization. Therefore, the study to be conducted in this research actually wants to focus on the recruitment area as an effort to build the quality of educational institutions. Because basically, quality human resources in a team can be managed from the recruitment stage. The quality of human resources that will be accepted as part of the organization's support should have been detected from the start.

Recruitment is not just a process of selecting individuals to fill certain positions, but also a long-term investment for an educational institution. In this article, we will conduct an in-depth analysis of the recruitment function in HR management in the field of education, exploring the critical steps involved in ensuring educational institutions have quality HR that suits their needs. By understanding and analyzing the recruitment process as a whole, it is hoped that we can explore strategies that can be applied to increase the effectiveness of recruitment in the context of education, as well as strengthen the contribution of educational institutions to the development of superior and competitive HR.

HR recruitment management in schools is not just a process of filling vacant positions, but more of a strategy to attract qualified individuals who are committed to supporting the vision and mission of education. A good recruitment process ensures that schools can present educators and education personnel who not only have adequate academic qualifications, but also have

values that are in line with the culture and educational goals adopted by the school. The quality of education delivered to students is highly dependent on the quality of teaching and mentoring provided by educators. Through selective recruitment, schools can ensure that each individual who joins has competencies and skills that are relevant to the needs of the curriculum and student development.

In addition, effective recruitment management also has an impact on overall human resource management. By attracting and retaining qualified educators, schools can create a stable and productive learning environment. This not only increases staff motivation and performance, but also creates a positive atmosphere that supports students' academic and social growth. The sustainability of educational institutions also depends on the success of HR recruitment. This process not only fills current positions but also plans for the future needs of schools in facing challenges and changes in the world of education. By having committed educators, schools can more easily adapt to technological developments, curriculum changes, and increasingly complex demands of society.

Overall, HR recruitment management in schools is an important foundation for ensuring operational success and achieving the vision of education. By prioritizing a transparent, inclusive, and competency-based recruitment process, schools can maintain their reputation as superior educational institutions that are oriented towards the best service for students and the wider community. This article wants to present a study by answering the question: how is recruitment in human resource management in education at SD Muhammadiyah 3 ICP Sumberrejo, Bojonegoro. Meanwhile, the purpose of writing this article is to describe recruitment in human resource management in education at SD Muhammadiyah 3 ICP Sumberrejo, Bojonegoro.

2. Research Method

This study uses a qualitative method with a literature study approach identified by descriptive and exploratory analysis. The research method can be reviewed as a research plan and procedure that includes steps in the form of broad assumptions to detailed methods in data collection, analysis, and interpretation (Creswell & Creswell, 2021). Qualitative research procedures will rely heavily on data in the form of text and images, have unique steps in data analysis, and come from different research strategies (Creswell & Creswell, 2021). In this study, the results of the study will be in the form of descriptions and narratives. The focus of the research will be carried out to limit the research in order to choose which data is relevant and which data is not relevant (Moleong, 2020). The limitations in this qualitative research are more based on the level of importance/urgency of the problems faced in this study. This study will focus on the recruitment process in human resource management in the field of education at SD Muhammadiyah 3 ICP Sumberrejo, Bojonegoro. The data collection and recording procedure will be placed as an important part of this study, because the main purpose of the study is to obtain data. Without knowing the data collection and recording procedures, the researcher will not get data that meets the established data standards (Sugiyono, 2018). The data collection techniques include: (1) observation techniques called observation; (2) interviews; and (3) documentation. A number of findings in the form of facts and data are stored in materials in the

form of documentation. Most of the available data include letters, regulations, policies, attendance, reports, photos, and so on. In addition, there are stages of data analysis carried out in this study, namely domain analysis, taxonomy, componential, and theme analysis. Meanwhile, data analysis techniques are carried out with data reduction, namely selection, concentration, abstraction, and data transformation; triangulation, namely interviews, observations, and documents; and drawing conclusions.

3. Results and Discussions

At Muhammadiyah Elementary School 3 ICP Sumberrejo Bojonegoro, the human resource recruitment strategy is implemented in order to achieve several goals, including the following.

a. Recruiting Quality Talent

Recruiting quality talents through the recruitment process in human resource management (HR) at SD Muhammadiyah 3 ICP Sumberrejo Bojonegoro is a crucial step that ensures the success of education and the growth of the institution. Quality HR is not only about having adequate academic qualifications, but also having values, competencies, and skills that are in line with the vision and mission of education adopted by the school.

The process begins with a deep understanding of the specific needs of the school. This includes identifying the roles that need to be filled, be it teachers, administrative staff, or other educational specialists. In the context of a school, it is important to understand not only the academic qualifications required but also the personality values, interpersonal skills, and commitment to education that are in line with the school's mission and vision.

The next step is to design an effective recruitment strategy. Schools should use various communication and promotion channels to reach potential candidates, such as bulletin boards at school, school websites, social networks, and participation in recruitment events or job fairs. In this case, collaboration with alumni, recommendations from staff and parents of students, and professional networks can be valuable sources of talent.

Once qualified candidates have been identified, the selection process becomes a critical stage in recruiting quality talent. This includes an in-depth evaluation of educational qualifications and work experience, as well as a series of tests and interviews designed to measure technical ability and cultural fit. At this stage, transparency and objectivity in the selection process are essential to ensure that the best candidates are selected based on clear and relevant criteria.

Effective HR management also takes into account aspects of diversity and inclusion in recruitment. Schools should strive to create teams that reflect the diversity of the community, including ethnic backgrounds, cultures, and gender. In this way, schools not only enrich perspectives in teaching and learning, but also build an inclusive environment for all members of the school community.

At SD Muhammadiyah 3 ICP Sumberrejo Bojonegoro, in addition to attracting new talent, maintaining quality employee retention is also an important part of a successful recruitment strategy. This involves career development, professional development opportunities,

and a supportive and motivating work environment. In this way, schools can build long-term relationships with their staff, which in turn, contributes to stability and consistency in the delivery of quality education.

An effective recruitment strategy involves using a variety of communication and promotion channels to reach potential candidates. This includes leveraging information technology, such as school websites, social media, and electronic bulletin boards, as well as professional and alumni networks. Participation in recruitment events or job fairs can also increase the visibility of the school to potential employees.

Overall, attracting quality talent is not just about filling positions, but about developing a vibrant educational community that is committed to providing the best education for students. By focusing on a comprehensive, transparent, and inclusive recruitment strategy, schools are not only building strong human resources, but also preparing themselves to face future challenges in the ever-changing world of education.

b. Filling Vacant Positions

Filling vacant positions through the recruitment process in human resource management (HR) in school education is a crucial step to maintain operational continuity and improve the quality of education. This process is not just about filling vacant positions, but also involves a mature strategy to ensure that the right individuals with the right qualifications are placed in positions that suit the school's needs.

First of all, identifying vacant positions is an important initial step in the recruitment process. This is done by conducting a thorough analysis of the school's needs, both in terms of academic qualifications and technical skills required for the position. For example, to fill a teacher position, the school must consider formal educational qualifications, teaching experience, and the ability to manage classes and educate students according to the applicable curriculum. A recruitment strategy is then designed to reach potential employees who fit the established profile. This can involve utilizing various platforms and communication channels, such as the school website, social media, and online recruitment portals. It is important to attract the attention of prospective employees by conveying a clear picture of the school's culture, educational vision and mission, and the values adopted by the institution.

The next step is a systematic and objective selection process. This involves assessing incoming applications, including evaluating educational qualifications, relevant work experience, and matching them to specific criteria set for the position. Written tests, interviews, and practical testing may be required to measure technical ability, interpersonal skills, and commitment to the school's vision. The importance of filling vacancies is also related to maintaining smooth and efficient educational continuity. The timely and qualified presence of employees is key to ensuring that learning activities run smoothly, and that students' needs are met properly. Therefore, the recruitment process must be carried out quickly and effectively, without compromising the quality and sustainability of the educational institution.

In addition, filling vacancies is also an opportunity to enrich the educational environment with new perspectives and innovations. By bringing in individuals who bring fresh experiences

and ideas schools can develop better approaches to addressing challenges and implementing changes needed to improve the quality of education.

Finally, efforts to fill vacancies must reflect the school's commitment to equity and inclusivity. The recruitment process must respect the principle of equal opportunity for all prospective employees, regardless of cultural background, ethnicity, or gender. In doing so, schools not only meet their internal needs but also support the human values that underlie inclusive and equitable education. Overall, filling vacancies in the context of human resource management in schools is not only an administrative task, but also a strategic step to ensure smooth operations and educational progress. With a careful and targeted approach, schools can build a team of competent, dedicated teachers and staff who are able to contribute positively to the student learning experience and the overall growth of the institution.

c. Supporting Institutional Development

Supporting institutional development through recruitment functions in human resource management (HR) in the field of school education is an essential strategic effort to strengthen organizational foundations, improve the quality of education, and achieve long-term goals that have been set. An effective recruitment process is not only about attracting individuals with the right qualifications, but also about creating a team that is committed, innovative, and able to adapt to changing educational dynamics.

First of all, the recruitment function in supporting institutional development begins with a deep understanding of the needs and challenges faced by the school. This includes identifying strategic vacancies to be filled by individuals who not only have the required technical expertise, but also understand the vision, mission, and educational values adopted by the school. For example, in the context of modern technology-based education, schools may need educators who are not only competent in subject matter, but also able to integrate digital technology into the learning process.

An effective recruitment strategy then summarizes a holistic approach to attracting quality talent. Schools can use various communication platforms and social networks to reach potential employees who have a vision and values that are in line with the institution's mission. This not only increases the visibility of the school as an attractive place to work, but also ensures that the individuals recruited have a strong commitment to educational development and institutional growth.

Furthermore, the selection process in recruitment should be designed to ensure that only individuals who are best suited to the needs of the school are selected. This involves a thorough evaluation of academic qualifications, work experience, and the abilities and skills required for the position. Practical interviews and testing may be required to measure interpersonal skills, leadership, and commitment to continuing education.

Institutional development also involves developing and strengthening a positive organizational culture. The right recruitment can bring in individuals who not only contribute technical expertise, but also bring new values, innovative perspectives, and a collaborative spirit that fosters shared growth. By integrating new talent who bring positive energy and fresh ideas, schools can face educational challenges and opportunities in a more dynamic and adaptive manner. In addition, effective recruitment also helps schools to build internal capacity to deal

with changes occurring in education and society. By identifying and recruiting individuals who have the ability to innovate, adapt to new technologies, and lead educational transformation, schools can increase their competitiveness in providing quality and relevant education to students.

Finally, supporting institutional development through the recruitment function also includes efforts to build continuity in leadership and human resource management. This includes the development of clear career paths, professional development opportunities, and mentoring programs to ensure that new and existing employees feel supported and continue to grow in their roles. Overall, the recruitment function in human resource management in schools is not just about filling vacancies, but is an integral part of a holistic institutional development strategy. By focusing on selecting the right individuals, integrating aligned values, and developing organizational capacity, schools can build a strong foundation for achieving educational excellence and providing a sustainable positive impact for the entire educational community.

d. Diversifying the Workforce

Workforce diversification in the context of human resource management (HRM) in school education is a strategic approach that not only enriches diversity in the workplace, but also improves the quality of education and broadens the perspectives and experiences provided to students. In an increasingly global and multicultural world of education, it is important to understand the importance of having a workforce that reflects the diversity of the community in which the school is located.

First and foremost, workforce diversification refers to efforts to recruit, develop and retain staff from a variety of ethnic, cultural, gender and educational backgrounds. This includes creating an inclusive environment in schools that values and leverages these differences as strengths. When schools are able to represent a variety of backgrounds, this can create a learning environment that is richer, more dynamic and reflective of the needs and experiences of individual students. An effective recruitment strategy for workforce diversification involves using inclusive and transparent methods to reach potential employees from diverse communities. This includes promoting employment opportunities widely through a variety of communication channels, such as an inclusive school website, social media and partnerships with organizations or communities that represent minority or marginalized groups. By building a broad network, schools can attract more candidates with diverse life experiences and backgrounds.

Furthermore, the selection process must ensure that the principles of equality and fair opportunity are applied to all prospective employees. Evaluation of educational qualifications, work experience, and technical abilities must be conducted objectively without discrimination based on non-performance factors such as age, gender, or social background. The implementation of these practices not only meets ethical recruitment standards, but also reflects the school's commitment to social justice and respect for diversity.

The benefits of workforce diversification are also seen in improving the quality of teaching and learning. Teachers and staff with diverse backgrounds can bring unique perspectives and a deep understanding of the needs and aspirations of students from various backgrounds. They can also serve as role models who inspire and motivate students to reach their full potential.

In addition, workforce diversification provides significant benefits in preparing students for an increasingly global and connected world. By interacting with teachers and staff who represent a variety of cultures and values, students can develop a broader understanding of global perspectives and the ability to work in multicultural teams in the future. Equally important, workforce diversification also contributes to a school's reputation within the local and national community. Schools that demonstrate a strong commitment to diversity are seen as inclusive and open-minded places, which in turn can attract more students and support the school's overall growth.

Overall, workforce diversification is not just about fulfilling a moral and legal obligation; it is also a smart strategy to strengthen the educational experience, enhance competitive advantage, and prepare the next generation for a multicultural and diverse future. By integrating these values into their recruitment and HR practices, schools can be agents of positive change in building an inclusive and equitable society.

e. Increasing Employee Retention

Improving employee retention in the context of human resource management (HRM) in school education is a crucial aspect that not only affects the stability of the organization, but also contributes significantly to the quality of education, operational sustainability, and the overall reputation of the institution. Good retention indicates that the school is able to retain committed, qualified, and valued staff in their work environment.

First of all, the strategy to improve employee retention begins with a deep understanding of the needs and expectations of the individuals in the team. Each employee has different motivations and career goals. Therefore, it is important for HR management to regularly conduct evaluations and open dialogues with staff to understand what they value in their work, and find ways to meet those expectations. One effective approach is through the development of a recognition and reward program. Recognition of work achievements, personal accomplishments, and significant contributions not only increases employee motivation, but also strengthens the sense of involvement and loyalty to the school. This can be in the form of formal awards such as annual employee awards, public appreciation in front of staff and students, or other incentive programs that recognize outstanding contributions.

In addition, career development is a key factor in retaining talented and ambitious employees. Structured development programs, such as professional training, workshops, and opportunities to upgrade academic qualifications or technical skills, not only improve staff competencies but also provide a clear path for career growth. This is important because employees who feel supported in their development are more likely to be engaged and contribute positively to the school's goals.

Furthermore, creating an inclusive and collaborative work culture also plays a significant role in improving retention. A supportive environment, where every staff member feels heard, valued, and has the opportunity to participate in decision-making, can create a strong emotional bond between employees and the school. Involving employees in the decision-making process can also strengthen their sense of ownership in the overall success of the school.

Another aspect that should not be overlooked is work-life balance. Schools can support employee well-being by providing wellness programs, flexibility in work schedules, and support

for managing stress or work pressure. This helps create an environment that supports a balanced work-life balance, which is an important factor in retaining long-term employees. In addition to these strategies, it is important to continually evaluate and improve HR policies and practices. This includes regularly monitoring employee satisfaction levels, analyzing turnover rates, and listening to staff feedback. By understanding and responding to employee needs quickly and effectively, schools can create a more stable work environment and build a strong foundation for long-term growth and development.

Overall, improving employee retention in school HR management is not just about retaining valuable individuals, but also about investing in the sustainability and excellence of the educational institution. By focusing on recognition, career development, an inclusive work culture, and a balanced work-life balance, schools can build strong and committed teams to successfully achieve their educational vision and mission.

f. Reducing the Risk of Selection Errors

Reducing the risk of selection errors in the recruitment of teaching and administrative staff in schools is a critical aspect of human resource management (HR) that affects the quality of education, the harmony of the work environment, and the operational efficiency of the institution. Errors in employee selection can not only cause additional costs and operational disruptions, but also have the potential to damage the school's reputation and negatively affect the student learning experience. Therefore, it is important to implement a careful and structured recruitment strategy to reduce this risk as effectively as possible.

First, to reduce the risk of selection errors, schools need to start by formulating a clear and detailed position profile. This position profile should include not only the educational qualifications and work experience required, but also the specific competencies and skills to succeed in the role. For example, if the position required is a mathematics teacher, the position profile should describe not only strong mathematics teaching skills, but also the ability to use educational technology, good communication skills, and the ability to work with students from diverse backgrounds.

The next step is to design a comprehensive and structured selection process. This includes the use of various evaluation methods such as panel interviews, skills tests, case studies, or task simulations that are relevant to the position being opened. Each evaluation method should be designed to accurately measure a candidate's ability to meet the requirements of the position, as well as to explore the values and culture of the organization that align with the school's mission and vision.

It is also important to involve more than one stakeholder in the selection process, including school leadership, faculty, and relevant administrative staff. This approach helps ensure that multiple perspectives are considered in decision-making, and reduces the potential for personal or group biases that could influence candidate assessments. In addition, reference verification is an important step in reducing the risk of selection errors. Checking references from previous work experiences can provide additional insight into a candidate's performance, integrity, and compatibility with the school's work environment. It also helps validate claims and accomplishments reported by candidates during the recruitment process.

Furthermore, using technology and information systems in the recruitment process can help reduce the risk of errors. Digital recruitment platforms can be used to manage applications, track the selection process, and keep organized records of each candidate. These systems can also provide analytical tools that help identify patterns or trends that may impact recruitment success and employee retention. In addition, continuous evaluation and improvement of the recruitment process is key to reducing the risk of selection errors on an ongoing basis. By analyzing recruitment data, identifying areas where errors or failures occurred, and making necessary changes or adjustments, schools can improve the success of their recruitment processes in the future.

Finally, it is important to develop an organizational culture that supports learning from mistakes and continuous improvement. Accept that recruitment mistakes will happen, but also ensure that they become opportunities for improvement and innovation in HR management. Overall, reducing the risk of recruitment errors in schools requires a systematic, proactive, and ongoing approach. By designing clear position profiles, designing comprehensive selection processes, engaging relevant stakeholders, verifying references, using technology, and conducting ongoing evaluations, schools can minimize the risk of selection errors and build strong, committed teams to support their educational vision.

4. Conclusions

In the context of human resource management (HR) in education at Muhammadiyah Elementary School 3 ICP Sumberrejo Bojonegoro, the recruitment function has a very important role in various strategic aspects. Attracting quality talent is the main foundation in building a team of teachers and administrative staff who are able to provide the best educational experience for students. The recruitment process must be directed to attract individuals who not only have the appropriate academic qualifications and work experience, but also values that are in line with the school's educational mission and vision.

Filling vacant positions appropriately is a crucial step to ensure the smooth operation of the school. This involves developing a clear position profile, a comprehensive selection process, and implementing in-depth evaluation techniques to ensure that the selected candidates have the right competencies for the intended role. In supporting institutional development, recruitment must be integrated with a sustainable HR development strategy. This includes structured career development, continuous learning and development opportunities, and employee empowerment to take on a greater role in achieving institutional goals.

In addition, workforce diversification is an important aspect in creating an inclusive and diverse learning environment. By encouraging diversity in recruitment, schools not only enrich the educational experience of students but also bring diverse perspectives into school decision-making and innovation. Improving employee retention is a major challenge that can be addressed by building an inclusive work culture, providing clear career development opportunities, and recognizing individual contributions. This not only helps retain talented staff but also creates stability and continuity in the school's human resource management.

Therefore, reducing the risk of selection errors through a careful, transparent, and structured recruitment process is essential to maintaining organizational integrity. By designing an effective recruitment strategy, verifying references, and continuously evaluating the

recruitment process, schools can reduce the chances of errors and build a strong foundation for long-term growth. The recruitment function in school human resource management is not only about meeting personnel needs, but also about building a dynamic, inclusive, and growth-oriented work culture. By paying attention to all these aspects, schools can ensure that they have a team of competent, committed individuals who are ready to face the challenges of education in the future.

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