<u>*Review Article*</u>

# Lecturer Resource Development Management at STKIP Bina Bangsa Getsempena Banda Aceh<sup>*</sup>

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## Abstract

This research is to find out the management of lecturer resource development in the lecturer recruitment section at STKIP Bina Bangsa Getsempena (STKIP BBG) Banda Aceh. This research uses a qualitative approach with a case study method. The research subjects consisted of chairperson, assistant chairperson, quality assurance agency, head of the research institute, head of the study program, and lecturers at the STKIP BBG Banda Aceh. Qualitative research data analysis techniques in data collection using data analysis techniques, descriptive-inductive and reflective models specifically used in this study. The results of this study are the management of lecturer resource development at STKIP BBG Banda Aceh, starting from the beginning of the recruitment and selection process. In this process STKIP BBG Banda Aceh conducted an internship for lecturers to be placed in every part of the campus, hoping to explore the potential of the lecturer. The recruitment depends on the needs of lecturers and in each study program, which is to meet the needs of the ratio of lecturers and students.

**Keywords:** Development management, recruitment, lecturer

## 1. INTRODUCTION

Educational institutions such as universities will be able to achieve the goals as expected by the community if supported by several things such as the presence of quality and reliable infrastructure, funds, and lecturer resources. Lecturer resources are important in achieving the goals of an educational institution because lecturers are movers from other resources. Speaking of lecturer resources can be seen from two aspects, namely the quantity and quality aspects. The quantity aspect is concerned with the number of lecturer resources themselves. While the quality aspect is concerned with the quality of lecturer resources. The era of globalization which is marked by the acceleration of the flow of information requires qualified lecturer resources that can analyze existing information and be able to make decisions quickly and accurately.

This ability can be obtained from human resources who master science, technology, and attitudes that are by following per under the demands of their duties. Lecturer resources with these characteristics will provide optimal support for the success of an organization in achieving its stated goals. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 44 of 2015 concerning National Standards of Higher Education Article 27 Lecturers are required to possess academic qualifications and competence of educators, be healthy physically and spiritually, and have the ability to organize education in the framework of fulfilling the learning achievements of graduates as stated in article 5 lecturers undergraduate programs as referred to in paragraph (8) may use certified lecturers relevant to the study program and the lowest qualifications equivalent to the level 8 (eight) KKNI (9). Then in Article 30 paragraph (1) educational

staff have the lowest academic qualifications graduates of the diploma program 3 (three) which are declared with a diploma by following per under the qualifications of the main tasks and functions.

Management of lecturer resource development will obtain maximum results if implemented through good procedures These include: the process of lecturer resource planning, selection, placement, compensation, awards, education, and training for development and dismissal. Considering the main role of human resources, the leadership of higher education is obliged to manage lecturer resources to implement a management system to be effective and efficient in achieving the goals set. The leadership of higher education is responsible for the management of lecturer resources because lecturer resources are the main actors in improving the quality of education in higher education.

STKIP BBG Banda Aceh is one of the institutions of higher education in the city of Banda Aceh that has always been committed to increasing lecturer resources. One of the management efforts in developing lecturer resources is to improve the quality of lecturers. STKIP BBG Banda Aceh recruits lecturers who are by following per under national education standards. This study examines the pattern of lecturer recruitment at STKIP BBG Banda Aceh.

## 1.1. Literature Review

Management of lecturer resource development cannot be separated from the management process carried out by a university. Management is a whole piece of information that completes insights into research. Certo & Certo (2012) revealed that "*As used most commonly in this text, management is the process of achieving organizational goals by working with and through people and other organizational resources.*" Lecturers or teaching staff at tertiary institutions have very strategic roles in terms of academic and student coaching. The lecturer is a professional; he determines what is good for students based on professional judgment. This is by what was expressed by Badia & Becerril (2016) that "*The lecturer is a professional, he determines what is good for students based on his professional judgment.*" So the problem of academic staff is very sensitive to the development of higher education as the wrong one of the main determinants in maintaining continuity, as well as ensuring an atmosphere of employment in higher education institutions.

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Management of lecturers and educational staff, it is a necessity to be managed properly, because lecturers are *agents of change* for students and education staff are personnel who manage administration. Neti (2017) research results he application of good management of lecturers and education staff can improve the performance of lecturers and education staff. The performance of lecturers and education staff can improve the quality of education in higher education. Effective management of educators and education cannot be separated from the role of university leaders.

Management of lecturer resource development in a tertiary institution is needed so that the tertiary institution is right in choosing lecturers that suit their needs, as well as contributing to the tertiary institution. This is like what was expressed by Dessler (2013), namely: *The process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns.* Higher education requires several lecturers in realizing the existence that is directed at the achievement of organizational goals. The lecturers function as the executor of the task of educators who become the main task of higher education. Therefore, recruitment is a management activity that cannot be released with other management activities. In providing an understanding of recruitment, Handoko (2000) said that: Recruitment is the process of finding and withdrawing prospective employees (applicants) who can apply as employees. This process begins when applicants are sought and ends when their applications are submitted, the result is a group of job seekers where new employees are selected.

Furthermore Ruky (2003) providing a shorter definition of recruitment is a process of finding and attracting (as many as they are to apply) applicants who are qualified to fill certain positions. In addition to the opinions above, Noe, Hollenbeck, Gerhart, & Wright (2013) said that *recruitment is any activity carried out by the organization with the primary objective to identify and attract potential employees.* Recruitment is defined as the process of finding workers and encouraging and providing an expectation from them to apply for jobs that have been provided in an institution (Siswanto, 1997).

From the above understanding, which becomes the core of recruitment activities is to accept applicants who meet as many requirements as possible to be selected to fill vacancies to obtain qualified personnel for the needs of certain positions/jobs in an organization. Recruitment in tertiary

institutions can be interpreted as attracting of personnel needed to work in an education system. Mathis & Jackson (2006) argues that recruitment is the process of withdrawing some candidates who have the potential to be selected as employees or can also be interpreted, withdrawal is an important issue in the procurement of labor. Castetter (1981) provides several signs to achieve the effectiveness of recruitment as follows:

1. Activities in the recruitment process are guided and coordinated with previous provisions on human resources. Human resource planning establishes several positions that must be met through recruitment.
2. The recruitment process is essential, but not an integral aspect of the overall personnel function.
3. The recruitment process is careful planning, organized, direct, controlled, continuously without interruption.
4. It is recommended that staff participation in the formulation and implementation of recruitment.
5. There is a body responsible for mobilizing and delegating to the implementation activities.
6. Determination of the number and quality of personnel requirements, qualification standards, site and activity planning and assessment of the effectiveness of recruitment planning.
7. Research qualified personnel according to field needs.

By looking at the recruitment guidelines, it can be said that this recruitment activity is the main activity that must be carried out in the organization. This certainly needs to be done by STKIP BBG Banda Aceh to get lecturers later. The purpose of recruitment according to Zainal (2018) is to accept applicants as much as possible by the qualifications of the organization's needs from various sources, to enable the recruitment of candidates with the highest quality of the good. Here we can see that STKIP BBG Banda Aceh open lecturer applications as many as possible to get good quality lecturers.

## 1.2. Purpose of this Study

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This study aims to contribute to the development of the management of lecturer resource development in the recruitment process in tertiary institutions.

## 2. METHOD

This study uses a qualitative approach with a case study method in which the data collected is in the form of words, pictures and not numbers, the research report will contain data excerpts to give an overview of the lecturer recruitment at STKIP BBG Banda Aceh. The place of this research was at and time of research at the STKIP BBG Banda Aceh, starting from January to May 2019 regarding the recruitment of lecturers at the STKIP BBG Banda Aceh. The research subjects consisted of the chairperson, assistant chairperson, quality assurance agency, research and community service institutions, chair of the study program, and lecturers at the STKIP BBG Banda Aceh. To determine the validity (trustworthiness) of the data required inspection techniques. Four criteria can be used to test the validity of data, namely the degree of trust (credibility), transferability, dependability and the certainty of data and research results. Besides that, triangulation is also carried out. Triangulation is a cross-examination of various sources used. Triangulation that is widely used is triangulation with sources that are comparing and checking back the degree of trust in information obtained through different time and tools in research.

Triangulation is more clearly done by way of 1). Comparing interview data with observations, 2). comparing what people say in public with what is said in private, 3). compare what people say about the research situation with what is said all the time, 4). comparing one's circumstances and perspectives with various views of people from various backgrounds, 5). compare the results of the interview with the contents of the relevant documents. Triangulation is carried out in conjunction with field observations so that researchers can record complete data. Thus, the data from the results of this study deserve to be utilized. According to Muhadjir (2013) qualitative research data analysis techniques in data collection using techniques; editing, category, displaying data and interpretation.

## 3. FINDINGS

Based on the interim conclusions that researchers found, the research findings were obtained that the recruitment system implemented at the STKIP BBG Banda Aceh was started from a joint meeting held between the foundation and the campus. The recruitment system used by the STKIP BBG Banda Aceh follows the applicable rules at Kemristekdikti that lecturers at tertiary institutions must be linear and master. Based on data triangulation sources. This was revealed from the results of interviews with informants Ully Muzakir obtained information that:

> *The policy taken by the foundation in this process is certainly based on the rules that apply in the Ministry of Research and Technology, wherein recruiting and selecting lecturers, of course, we see the rules that apply in the Ministry of Research and Technology, in this case lecturers must have a linear S2 with the fields of science and study programs that we have.*

This policy is also contained in a document in the form of an SP3R handbook (selection, recruitment, placement, development, and retention) which is a reference for the STKIP BBG Banda Aceh in the recruitment and selection process of lecturers. This same statement was also stated by Lili Kasmini which stated that "In this process, the policy applied is that lecturers must have S2, the first and the next must be linear with the study programs on our campus." the informant's statement obtained data about lecturers in the Teacher and Lecturer Law of 2005 article 46 paragraph 2 which states that:

Lecturers have minimum academic qualifications:

a. Graduates of master programs for diploma or undergraduate programs; and

b. Graduate doctoral program for postgraduate programs (UU RI Number 14 the year 2005 About Teachers and Lecturers, 2005)

Based on this Law, it means that in the process of recruitment and selection of lecturers in tertiary institutions, lecturers who teach in diploma and undergraduate programs must have master academic qualifications, and lecturers who teach in postgraduate programs must have doctoral degrees. This is where the first rule process carried out by the STKIP BBG Banda Aceh. Before conducting the recruitment process, the data needs of lecturers will be recorded and requested from the study program. The study program becomes the initial gate in the recruitment and selection process so that later it can be easier in the process of developing lecturer resources. This was obtained by the researcher based on the results of an interview with Sri Wahyuni which stated that:

> *Initially, from the study program, we propose to the chairman, later the chairperson will bring our proposal to the foundation HRD regarding the needs of lecturers. The study program will be involved in the micro-teaching and interview process. Based on the decision of a joint study program with HRD later, it will be determined whether it is accepted or not.*

After the data needs of lecturers are obtained, HRD carries out the process of recruiting new lecturers. HRD conveyed the needs of new lecturers through the media, both print and electronic. The submission of this information is carried out for a month, so it can be known to the wider community.

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**Figure 1: Advertisements for Lecturers of STKIP BBG Banda Aceh in Print Media**

The recruitment process is continued with the selection process. In this selection process, several stages must be passed by prospective lecturers at the STKIP BBG Banda Aceh. The first stage is the file selection process to determine compliance with specified requirements. After this process is passed, applicants who pass the file selection will be called for psychological testing, TKDA, interview and teaching (micro-teaching). This process will be carried out jointly between HRD and the head of the study program where the prospective lecturer will be assigned. This is by what is revealed by LK as follows:

> *First, we start with the needs in the study program, so the proposal came from the study program. After that, we will give the proposal to the foundation's HRD to be announced in the print and electronic mass media. In the next stage, after the selection, a selection of documents, psychological test and finally micro-teaching and interviews were conducted by the foundation HRD together with the head of the study program. After ok, then we will do the placement in the study program concerned.*

In the results of this study it was also revealed that after going through the interview and micro-teaching process, prospective new lecturers would pass the internship process for 1 semester. In this apprenticeship process later, the new lecturers will be given training on various matters relating to the tri dharma of tertiary institutions. The training provided was in the form of RPS preparation, how to teach in a team with senior lecturers, to help the research and service process. Also, the new lecturers will be internally rotated in all parts of the campus. This process starts from the academic section, in the research section, the quality section and finally will be traded in the study where the lecturer will be assigned. This is a management process for developing lecturer resources at the STKIP BBG Banda Aceh.

## 4. DISCUSSION and CONCLUSION

The recruitment and selection process is an effort to get lecturer resources by the needs of tertiary institutions. With the implementation of recruitment and selection, the campus will get good lecturer resources. The recruitment and selection process determines whether resources have been obtained as expected or not. In his research Darang, Mohammad, & Aziz (2010) said that For organizations to be successful they need to attract the best employees through the core staffing activity of recruitment. Also O'Leary, Lindholm, Whitford, & Freeman, (2002) said that However, in practice, this is not as simple as it sounds. While the purpose of recruitment and selection was said by Fong, Ooi, Tan, Lee, & Chong (2011) that recruitment aims to obtain the right number of qualified employees to satisfy the needs of organizations for human resources. STKIP BBG Banda Aceh started from the recruitment process as the first gate in developing lecturer resources.

STKIP BBG Banda Aceh in the process of recruitment and selection by conducting TKDA tests, psychological tests, interviews, and micro-teaching to find out the capabilities of the prospective lecturers. This is done to increase the knowledge of the possibility of hiring individuals who have the right skills and abilities so they can succeed in their work. This is as the opinion Otoo, Assuming, & Agyei (2018) which says:
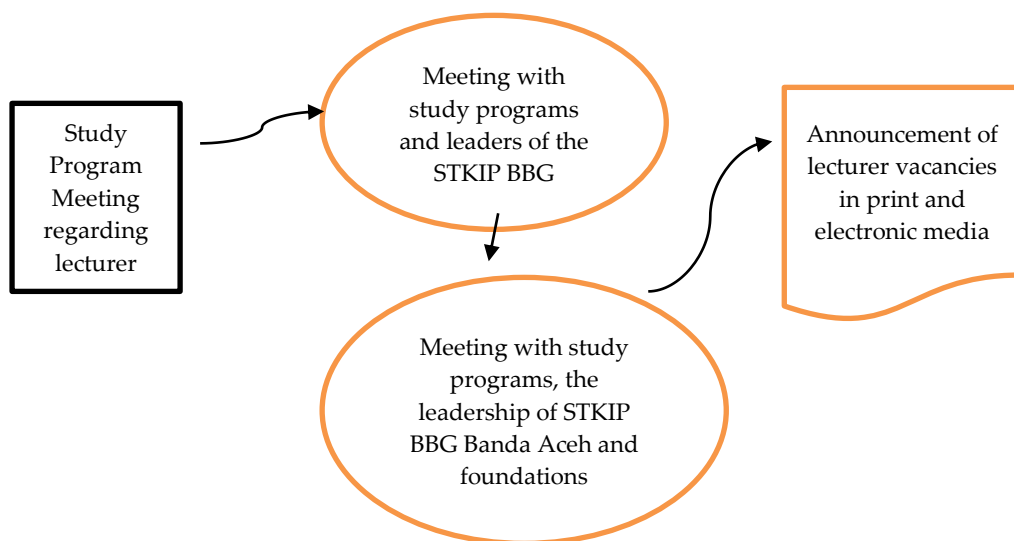
> *Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful in their jobs.*

The selection of applicants is the process of selecting or determining qualified individuals to fill positions in the company (Mangkuprawira, 2014). STKIP BBG Banda Aceh made various efforts in carrying out the recruitment and selection process. Among these efforts involves many elements in determining the decision of whether a person is accepted or not. This involvement is intended to have a comprehensive view and consideration in determining the admission of lecturers.

In the process of recruitment and selection of lecturers, there are several stages carried out, namely the data needs of lecturers starting from the request of study programs regarding the needs and desired qualifications of lecturers. From the data obtained in the study program, it is brought to the

Prospective lecturers who already have high commitment will be the main consideration. Also, he is believed to be able to carry out their duties properly. Usually, there are inhibiting factors in this interview process. The inhibiting factor is usually in the salary problem, which is not by the wishes of the prospective lecturer. This was stated by Ully Muzakir

> *... The obstacles during the interview process. Maybe there is no agreement on the work system and salary. Because we are given an internship time for lecturers for 1 semester. But still given a salary.*

This was also expressed by Lili Kasmini who stated:

> *The obstacles during the interview process. Maybe there is no agreement on the work system and salary. Because we are given an internship time for lecturers for 1 semester. However, salaries are still given.*

There is something different about the process carried out at the STKIP BBG Banda Aceh. Lecturers accepted do not directly carry out the teaching-learning process. STKIP BBG Banda Aceh carried out the process of developing lecturer resources from the start. Lecturers who are accepted will be traded for 1 semester in parts of the STKIP BBG Banda Aceh. This is done to find out the competencies and abilities where the lecturer will be placed.

## 5. CONCLUSION

The recruitment and selection system conducted at the STKIP BBG Banda Aceh starts from a joint meeting held between the foundation and the campus. Where the demand for lecturers will be requested data from the study program. The new lecturer data will be adjusted to the scientific field and courses in the study program. After the new lecturer needs data is collected, the foundation through HRD will announce the admission of new lecturers through print and electronic media for 1 month. An assessment of incoming documents will be conducted and adjusted to the needs of the meeting results. The next selection process by calling the prospective lecturers to be done in the form of psychological tests, TKDA, micro-teaching process and interviews conducted jointly between HRD and study programs where the prospective lecturer will be located. The renewal in the recruitment and selection process carried out by the management of STKIP BBG Banda Aceh in developing lecturer resources is that for one semester lecturers will be placed alternately in each section on campus. This was done so that the lecturers could see and know the campus management process. This process will also see where the lecturers will be placed.

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