



EFFORTS TO IMPROVE LECTURER PERFORMANCE IN HUMAN RESOURCES DEVELOPMENT

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Abstract

This study aims to describe and analyze human resources' role in improving lecturers' performance at Bina Bangsa University, Banten. This study describes and analyzes the improvement of lecturer performance at Bina Bangsa University Banten using qualitative methods, data collection techniques in this study using observation, interviews, and documentation, data analysis techniques through deductive analysis, comparative analysis, and data verification, checking the validity of the findings, namely persistent observation, triangulation test, conducting checks to prove the truth of the data that researchers have found.

The results of the study (1) The role of Human Resources in Improving Lecturer Performance at the University of Bina Bangsa Banten must go through a planned HR planning process, HR recruitment according to needs, HR development and development in the form of training, promotion and transfer of HR if needed, termination of HR according to performance, HR Assessment according to the evaluation results of lecturers and proper salary compensation for existing HR; (2) The performance of lecturers at the University of Bina Bangsa Banten can be seen from their ability to make lesson plans, how to manage classes according to the conditions of students so that they are comfortable in learning and carry out learning evaluations related to the mastery of a lecturer's material and the continued development of the lecturer's profession;

Keywords: *Development, Human Resources, and Lecturer Performance*

INTRODUCTION

Education is seen as exploring and developing inner human capacity, including the four pillars of cultivation; exercise of thought, taste, body, and heart (Yaumi, & Getteng, A, 2018). Therefore, religious education can also conduct through the more formal and less formal education pathways (Getteng, 2011). It is achieving high success across the board concerning incorporating religious education at all educational levels. It demonstrates that religious practises and education have made significant strides, which of course, need to be kept up with and further developed on an ongoing basis.

In al-Ghazali's view, education is the effort of educators to eliminate bad morals and instil good morals in students so that they are close to Allah and achieve happiness in the world and the hereafter (Ashari, 2020). According to Ibn Khaldun, he explained that education has a broad meaning. According to him, education is not limited to the learning process, with space and time as its limits. However, it means the process of human awareness to capture, absorb, and experience natural events throughout the ages. (Firmansyah, 2019). Kihajar Dewantara explained that education is a guide for the growth of students' potential to become individuals and part of an independent society to achieve safety and happiness (Yanuarti, 2017).

In Ahmad Dahlan's view, education must equip students with the knowledge and skills needed for material progress. Therefore, a good education is an education that is by the demands of the society in which the student lives. With this opinion, Ahmad Dahlan criticized traditionalists who carried out

an educational model that was passed down from generation to generation without trying to see its relevance to the development of the times (Mayarisa, 2018).

Educators or lecturers are one the important elements in educational activities. On the shoulders of educators lies a huge responsibility in efforts to deliver students towards the goals. Meanwhile, lecturers act as learning designers, learning managers, assessors of student learning outcomes, learning directors and student supervisors in tertiary institutions. In the family, the lecturer acts as an educator, and in the community, the lecturer acts as a community builder, community founder and community agent. The implementation of the duties and responsibilities of a lecturer is closely related to the abilities required to assume a professional position as a lecturer (Suprihatiningrum, 2013).

It is in the hands of lecturers to produce students of good academic, expertise, emotional, moral and spiritual maturity (Kunandar, 2014). Based on this explanation, it can understand that lecturers are always used as the best examples by students, and the success or failure of students depends on their lecturers; therefore, lecturers must have good performance, both in and outside of class. Thus it will be able to produce a progressive generation in terms of knowledge to face the challenges of its time.

Improving lecturer performance, of course, some things influence and many factors affect the quality of a gaga's performance, including HR participation, career development, communication, occupational health and safety, conflict resolution, good incentives, and pride (Supardi, 2013). So improving the performance of lecturers must also always receive support and motivation, both the lecturers themselves and other parties involved in the educational institution, by holding various forms of training and coaching to improve the performance of progressive lecturers and produce the best graduates. One important component that affects the quality of education is the lecturer. Lecturers are human resources who must be able to synergize all possible factors affecting the quality of the environment and learning process. The success of learning depends a lot on the ability of the lecturer to carry out his role. By not ignoring the role of other factors, lecturers can be considered the most urgent factor in determining the quality of education (Firdianti, 2018).

The quality of lecturers is reflected in their performance. Performance is a measure of the success of lecturers in carrying out their duties. Lecturers with good performance can carry out their duties and functions properly. In addition to performance, motivation is something that greatly affects the quality of lecturers. Lecturers with high motivation are committed to quality work based on high responsibility for the organisation's progress (Khairiah, 2021). The facts show that the quality of lecturers in Indonesia still needs to be improved to make fundamental changes, such as knowing and using the internet as a learning medium. Even further down, the lecturers need to become more familiar with teaching by using projects combining several subjects simultaneously.

Based on this phenomenon, the authors formulated the research problems: (1) What is the description of human resources at Bina Bangsa University, Banten? (2) How is the performance of the

lecturers at Bina Bangsa University, Banten? (3) How do Human Resources improve the performance of lecturers at Bina Bangsa University, Banten?

Human Resource Management

Zamroni (2020) argues that in the field of improving management, at least three programs are carried out to achieve the target of compulsory education. It can be seen that the word management has many different meanings but can be understood, namely, how to manage or manage an organization or institution.

It is said to be simple because several experts formulate management functions according to their respective backgrounds, views or orientations, which can be summarized into the four functions mentioned above. In practice, these management functions are carried out in stages, beginning with planning, organizing people into working groups (mobilizing) and accompanied by supervision. According to Basir Barthos, the task of human resource management is to develop humans to integrate into the various organizations needed by society effectively. Humans, in this case, must be seen as the organisation's main wealth (asset), which must be managed properly and used productively (Syamsuddin, 2019).

The HRM component is a process carried out by an institution to obtain superior human resources and carry out responsibilities according to their expertise. Management of human resources and organization is the key to the existence of an organization or institution. Human resource management (human resource management) leads to policies, practices, and systems influencing employees' or lecturers' behaviour, attitudes, and performance. Human resource management can also be interpreted as obtaining, training, assessing, compensating employees, teaching their work relations, their health and safety and matters relating to justice.

So, human resource management is an activity to achieve the success of an organization or institution to achieve its goals, its various objectives and its ability to face external and internal challenges through policies, practices and systems that influence behaviour, attitudes and performance. Human resource management in this era focuses more on facilitating the actualization and development of the competence of educators and education staff or lecturers through systematic development and empowerment programs so that human resources, namely teaching staff or lecturers, can work professionally, prosper and progress.

The role of human resource management has changed with the emergence of various developments in the modern world. So that the rapid progress of science and technology today, especially in the field of transportation and communication, has reduced the distance between a district, province and country. This global competition is becoming increasingly wide open, and the business environment is increasingly complex. The role of human resources that is bigger than before is urgently needed to compete healthily with developed countries. Suppose human resources were initially seen as

a cost and are even underestimated today. In that case, human resources are an investment that must exist and an absolute requirement for an organization or an institution (Fonna, 2019).

The role of human resources is very urgent as a determinant of the success of an organization or institution, formal or non-formal, because human resources are resources that can compete with nations and other institutions, survive and can face various challenges of the times, requiring managerial competence, namely the ability to formulate a vision. And the corporate or institutional strategy is the ability to acquire and direct other resources to realize the vision and implement the corporate or institutional strategy.

HR Human Resource Planning

Human resource planning is a process for systematically looking at human resource needs to obtain certainty that many workers have appropriate and professional skills when needed. In another explanation, it is explained that this is an action that will take to get the maximum results determined within a certain period. Therefore, careful planning is a thought process, both in outline and in detail, of an activity carried out to achieve good and dynamic certainty (Wahyudi, 2017). And can also be interpreted as planning which is the process of setting goals, evaluating various alternative achievements and determining the actions taken.

Lecturer Performance

In terminology, the word performance comes from the translation of the word performance, which means appearance or achievement Murphy and Cleveland in defining performance as a countable outcome (Kasmawati, 2012). Meanwhile, according to Bernandin and Russel, performance results from the function of a particular job or activity during a certain period. Educators are responsible for meeting the needs of students' spiritual, intellectual, moral, aesthetic, and physical needs (Ferisia, 2022).

So, lecturer performance is work performance obtained by a lecturer in quality and quantity in carrying out all the responsibilities assigned to him. Lecturer performance is the achievement obtained by the lecturer after carrying out his duties and functions in the institution, in this case, at the tertiary institution where he teaches. Good performance shows that the results of work or achievement are good or high.

Factors Affecting Performance

The task of an educator or a lecturer is very difficult and complicated because it involves the fate and future of the nation's generation in each country, so the demands and expectations of the community are often heard so that educators must be able to reflect the demands of the situation and conditions of society. As a result of excessive demands, lecturers are often ridiculed by society when their work is not satisfactory. Udin Saefuddin explained that the position of lecturer or educator tends to show strong

evidence as a professional position because almost every year, educators or lecturers carry out various professional pieces of training, both those that are awarded credit points or without credit points.

So improving the performance of lecturers is all activities carried out in a planned manner to maintain and improve the knowledge, attitudes, actions and skills of lecturers related to their duties as educators and teachers so that the learning and education process runs effectively and well.

HR Management in Improving Performance

Baharuddin (2018) The human resource development strategy, according to Suyanto, is planning and attracting quality human resources, developing quality human resources, assessing the performance of human resources, providing motivation, and maintaining quality resources.

The HR management process includes stages: recruitment of human resources, selection of human resources, placement of human resources and orientation of human resources.

METHOD

Types of research

This type of research is a type of field research, namely at Bina Bangsa University, Banten, with a qualitative approach where the research intends to describe and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of a person individually or in groups, several descriptions used to discover the principles and explanations that lead to conclusions.

Location and Research Object

The place used as the research location was Bina Bangsa University, Banten. The object of research in this study was a lecturer at Bina Bangsa University, Banten.

Data collection technique

The data collection technique in this study was carried out through field research, namely the method of collecting data by the author going directly to the field. In this case, Bina Bangsa University Banten will collect the data needed to prepare this research. Therefore the data collected is empirical. Then in this field research, the authors used data collection techniques as follows:

1. Observation is the systematic observation and recording of the phenomena investigated.
2. An interview is a form of verbal communication, namely a conversation that aims to obtain information.
3. Documentation is recording all data directly from references that discuss the research object.

Data analysis technique

At this stage, the data collected through library research or field research is first processed and then analyzed. In processing this data analysis, several methods are used, namely:

1. The inductive method is a method of writing based on specific things, and the results of the analysis can be used as general conclusions.
2. The deductive method is the method of writing or explaining by starting from general knowledge. Or process data and analyze things that are general in nature to get specific conclusions.
3. The c
4. omparative method, namely data analysis, compares different opinions and then these opinions are formulated into objective conclusions.

DISCUSSION AND RESEARCH RESULTS

Employee Planning as Human Resources

The Human Resources employee planning system at the University of Bina Bangsa Banten is a matter of great concern. It must be by the planning of the Human Resources section at the Banten Jaya Foundation.

Procurement of employees as Human Resources

Regarding the employee recruitment system at Bina Bangsa University, Banten, the author obtained information from interviews with lecturers that the system for recruiting or procuring employees or lecturers as Human Resources at Bina Bangsa University, Banten, has been well systematized with a good management pattern.

Employee Development and Development

The pattern of coaching and development of employees or lecturers at Bina Bangsa University Banten is known from the results of interviews with lecturers or employees of Bina Bangsa University Banten that the system for fostering and developing employees or lecturers at Bina Bangsa University Banten is well implemented which aims to improve the quality of Human Resources by carrying out training by bringing in people who are competent in their fields to be able to produce professional Human Resources at Bina Bangsa University Banten and give birth to superior generations.

HR Promotion and Movement

In connection with promotions and transfers at the Integrated Islamic College of Nuruk Fikri Makassar, the excerpts of interviews with lecturers maintain the quality of human resources by implementing a system of promotion and mutation of employees and lecturers. Bina Bangsa University in Banten has recently transferred and promoted employees and lecturers, resulting in structural changes at Bina Bangsa University in Banten.

Termination of Employees and Lecturers

The researcher said that the system of dismissing employees and lecturers was directly seen when conducting this research, when the researchers delivered the Research Cover Letter from the Campus to be received by the campus leadership, and when the researchers conducted interviews with Bina Bangsa University Banten lecturers.

Assessment of Employees and Lecturers

Researchers conducted interviews with Bina Bangsa University Banten lecturers that the employee or lecturer assessment system for Human Resources at Bina Bangsa University Banten has been running well marked by the supervision carried out by the Makassar Integrated Islamic College for all existing Human Resources. In addition, there will be a regularly scheduled routine meeting programme that will include all of the lecturers and employees of the Bina Bangsa University, Banten, as well as the Head of Higher Education, to evaluate the work that did from one meeting to the next. After obtaining the results of the supervision carried out, this is also marked by the University of Bina Bangsa Banten appointing individuals to positions of higher responsibility or promoting individuals already in those positions.

Compensation (Salary)

Salary affects the performance of Human Resources in all lines of work, such as staff and others. So Human Resources at Bina Bangsa University Banten, starting from the study program level to higher ranks at Bina Bangsa University Banten, require proper salary compensation so that the performance of Human Resources remains stable.

The researcher concluded that the Human Resources payroll process at Bina Bangsa University, Banten, was standardized. Human Resources salaries were divided into three according to Bina Bangsa University, Banten's mandate: permanent lecturers, structural lecturers and special lecturers. The researcher also concluded that the payroll process and determining the nominal salary from Bina Bangsa University Banten went well because many Human Resources working at Bina Bangsa University Banten who worked long enough; this indicated that the salary set by Bina Bangsa University Banten was correct. According to eligibility standards.

Conducting Learning Evaluation Related to Mastery of Learning Materials

Lecturer ability in assessing and mastering learning material is one of the criteria for lecturer pedagogic competence because the role of lecturer pedagogic competence can measure through the implementation of a comprehensive development evaluation for lecturers. The purpose of the evaluation is not only for students but also to evaluate lecturer performance. The process of carrying out learning

evaluation is to achieve educational goals by knowing student understanding of learning material, training students' abilities and courage and inviting students to recall material given by lecturers.

Carry out continuous professional development.

Concerning sustainable professional development, the researchers concluded, according to the results of the interviews, that the professional development system is running well because of the activeness of the tertiary institutions in supporting lecturer training. Lecturer training is carried out both internally and externally. Professional training and certification are needed for lecturers at Bina Bangsa University in professional development.

The process of continuing professional development for lecturers is still ongoing, as indicated by the findings of researchers who conducted interviews with a significant number of lecturers who have gone on to further their education, according to the findings of the process of continuing professional development from continuing interviews. Young or new lecturers at Bina Bangsa University, Banten, need this professional development. Support from the leadership who always encourages lecturers to take part in the development of this professional training. This professional development aims to improve their weaknesses in areas they still need to improve to become more professional lecturers.

Human Resource Management in Improving Lecturer Performance

The university in planning and attracting quality human resources can be seen that planning and attracting quality human resources Lecturers have been well prepared according to the observations of researchers, with many lecturers who are experts in their fields who are used as teaching staff to maintain quality human resources.

CONCLUSION

Based on researchers' findings regarding Human Resource Management at Bina Bangsa University, it went well, starting with planning based on competency standards and the Human Resources recruitment process reported directly to the Human Resources Development section. Human Resources Training for the development of Human Resources performance. The Promotion and Transfer System is also running, marked by dismissing employees when violations cannot be tolerated.

The Human Resources management system in improving the performance of lecturers presents quality Human Resources in the beginning by planning and attracting quality Human Resources from graduates who have good quality performance so that the quality of the lecturer's performance can be assessed properly, especially with motivation and support to maintain quality HR. so that the performance quality of the lecturers at Bina Bangsa University, Banten, is maintained.

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