



# HUMAN RESOURCES MANAGEMENT STRATEGY AND ITS ROLE TO IMPROVE LECTURER PERFORMANCE IN DEVELOPING ORGANIZATIONS

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## Abstract

Human resource management plays an important role in improving lecturer performance and developing the organization. By taking the right steps in recruitment and selection, development and training, compensation, performance appraisal, and building an organizational culture that supports lecturer performance, organizations can create a conducive environment for lecturer development and growth as well as organizational progress. This research method uses a qualitative descriptive method using a literature review to find out effective human resource management strategies in improving lecturer performance to develop organizations. This method allows the author to obtain detailed and detailed data on effective strategies for improving lecturer performance. Thus, the results of this study can assist organizations in developing effective human resource management strategies in improving lecturer performance and developing the organization as a whole.

The results of the research show that human resource management plays an important role in managing human resources which is one of the important assets in an organization. Human resources have different abilities, knowledge and skills, and if managed properly, human resources can be a major force in achieving organizational goals. Human resource management is an important factor in organizations. Human resource management can play an important role in improving lecturer performance in developing the organization by developing effective strategies to increase lecturer motivation, enthusiasm, will, and thoroughness.

**Keywords:** HRM, Lecturer Performance and Organization

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## INTRODUCTION

Human resource management is a very important process in ensuring the success of an organization or company. This is because human resources are one of the key factors that determine the success of an organization. Human resource management is responsible for managing and developing existing human resources within the organization, starting from the process of recruitment, selection, training and development, to performance and award management. Thus, human resource management has a very important role in improving organizational performance through proper management and development of human resources.

Human resources are a very valuable asset for a country or organization, especially in the education sector. Qualified and well-educated human resources can help improve the quality and productivity of an organization, including educational institutions. Therefore, investment in human resource development must be a priority for every country or organization that wants to progress and develop. By improving the quality and ability of educators and education staff, it is hoped that it can improve the quality of education and stimulate innovation and creativity for the progress of the nation and state (Hasibuan dan Rahmawati, 2022).

HRM is an important part of the management of an organization because it involves managing human resources which are a valuable asset of the organization. In managing human resources, HRM needs to continue to develop and adapt to environmental changes that occur, including changes in labor requirements, labor laws, technology, and so on. Therefore, HRM must always think and understand what is needed to achieve success in each of its activities. HRM must also be able to take appropriate and effective actions in dealing with ever-changing environmental changes to maintain the long-term success of the organization.

Human resource management in tertiary institutions is very important in managing, developing, and motivating lecturers so they can give their best in the teaching and learning process. This will have an impact on the quality of education provided and will ultimately contribute to the quality of human resources produced by universities. One of the tasks of HRM in tertiary institutions is to recruit and select quality lecturers, provide training and development to lecturers, and measure lecturer performance regularly to improve the quality of teaching and research produced (Na'im, dkk., 2021; Nurhayati dan Rosadi, 2022).

Lecturers are an important component in the process of higher education. They have a key role in imparting knowledge and guiding students to achieve educational goals. Qualified and competent lecturers can help improve the quality of higher education and prepare students to face future challenges. In addition, tertiary institutions must also ensure that the facilities, infrastructure and other infrastructure are adequate so that the learning process can run smoothly and effectively. This can create a conducive environment for students and help improve the overall quality of higher education.

Lecturers have a very important role in implementing the Tridharma of Higher Education. As teachers, lecturers are responsible for providing quality education and building students' intellectual abilities. As researchers, lecturers are responsible for conducting research that benefits society and generates new discoveries. As community servants, lecturers are responsible for building partnerships with the community and making a positive contribution to community development. Evaluation of lecturer performance can be done by measuring achievement in these three aspects, so that lecturers can improve their performance and meet the expectations of tertiary institutions and society. Dikti (2007) stipulates: Lecturers as professional educators, lecturers are expected to continue to develop themselves in their field of knowledge and always make innovative and inventive efforts. This is important because the development of science and technology continues and lecturers must be able to follow these developments in order to provide the best learning for students.

Lecturers are always professionals, lecturers must have sufficient competence in their fields so that they can carry out their duties optimally. These competencies include knowledge and understanding of lecture material, skills in conveying lecture material properly, as well as good behavior and in accordance with the professional code of ethics. In developing competencies, lecturers can carry out various activities such as training, seminars, workshops, and direct experience in the field.

Education plays a very important role in developing quality human resources. Through education, individuals can acquire the knowledge, skills and attitudes needed to develop and contribute to society and the world of work (Ilham, 2019). The educational process that is aware and aware of what is being done is part of the importance of self-awareness and reflection in self-development and improving the quality of education. (Munirah, 2015). Meanwhile, according to Murniati (2008) that quality education is very important in improving superior and quality human resources. Higher education has an important role in preparing prospective leaders and experts who are able to answer various challenges in this new century. Efforts to improve the quality of higher education must be carried out on an ongoing basis in order to produce quality graduates who have the expertise and professional competence needed to face global challenges.

Good planning is very important in carrying out the educational process. Careful planning will ensure that educational goals can be achieved effectively and efficiently. In addition, planning also allows educational institutions to obtain the necessary resources in a timely manner and maximize their use. This will have a positive impact on the quality of education provided.

Bina Bangsa University is one of the tertiary institutions located in Banten Province and is registered in the LLDIKTI IV area of West Java and Banten. This university organizes several faculties with higher education levels. The problem of funding has indeed become an obstacle in efforts to improve the performance of lecturers in many tertiary institutions, especially in private tertiary institutions. However, there are several efforts that can be made to overcome this problem, for example by optimizing the use of available funds and seeking alternative sources of funds through collaboration with industry or other institutions. In addition, commitment and support from higher education leaders is very important in encouraging the development of lecturers. Higher education leaders can facilitate lecturer development activities, both through internal and external training programs, provide awards and incentives for lecturers who have succeeded in improving their performance, and provide support in the publication of scientific papers and community service. All of these efforts need to be carried out in a planned and sustainable manner to achieve the goal of optimal lecturer development.

The results of research conducted by lecturers must be informed that research activities and community service are an integral part of the duties of a lecturer in tertiary institutions. Through these activities, lecturers can continue to develop and improve their competence in the academic field and be able to make a real contribution to society and the surrounding environment. For this reason, it is very important to study the improvement of lecturer performance at Bina Bangsa University, Banten in order to gain a deeper understanding of the factors that influence lecturer performance and how lecturer development can be carried out effectively and efficiently. Thus, a lecturer development strategy can be produced that is in accordance with the needs and characteristics of the college concerned.

## **Human Resource Management**

Human Resource Management (HRM) is a concept and approach used to manage human resources in an organization, with the aim of achieving optimal performance and meeting organizational goals. (Faustino, 2003). human resource management as a process that includes various aspects, such as recruitment, development, motivation, and evaluation of human resources needed by the company. The goal is to achieve organizational goals effectively and efficiently through proper management of its human resources. (Sule, 2005).

The human resource management process also includes processes of performance evaluation, career development, compensation management, resignation or termination management, and industrial relations management. These processes aim to ensure that the human resources owned by the organization can make a maximum contribution and maximize organizational productivity, while still paying attention to the needs and welfare of lecturers who are part of the organization.

## **Lecturer Performance**

Performance is a concrete result of individual talents and abilities shown through the implementation of tasks and jobs provided by the organization. Priansa (2014). According to Sani (2011), Performance reflects the extent to which a program, activity or policy that is planned and implemented can achieve organizational goals and objectives. In this case, performance can be measured by indicators such as efficiency, effectiveness, productivity and quality of work.

## **Organization**

The definition of organization according to Sondang P. Siagian can be considered as a formal definition related to organizational structure and governance, while the general definition covers broader aspects which include goals and management of resources. However, in general, an organization can be defined as a social entity that has goals and resources that are managed systematically to achieve those goals.

Organizations in the business world often focus more on commercial aspects and well-defined formal structures, because the main goal of business organizations is to make a profit. However, it is still important to remember that business organizations also need rational and systematic coordination in order to achieve these goals, and cannot be separated from the human factor as an important resource in achieving success. Therefore, human resource management and performance management are very important in business organizations to optimize human potential in achieving predetermined business goals.

## **METHOD**

### **Types and Research Subjects**

The research method used by the author in this study is a qualitative descriptive method. Qualitative descriptive method is a research method that aims to get an in-depth and detailed description of the phenomenon being studied. This method collects in-depth data through interviews, observation, and document studies, then analyzes the data by identifying patterns and themes that emerge from the data (Sandelowski, 2000). The main objective of the qualitative descriptive method is to understand the phenomenon in depth and gain a richer and more complex understanding of the subject under study. This method is suitable for research that is exploratory in nature or explores a new understanding of a topic.

Qualitative descriptive research looks simple, but has a very important role in qualitative research. Qualitative descriptive methods can provide a detailed and in-depth description of the phenomenon being studied, and allow researchers to understand the complexity and social context involved. Nonetheless, qualitative descriptive research is not completely ignored by qualitative researchers. Qualitative researchers still use descriptive qualitative methods as a method of choice in their research, especially when they want to explore phenomena that are not yet well understood or when they want to explore phenomena that cannot be measured quantitatively.

The subject of this research is the role of human resource management in the performance of lecturers at Bina Bangsa University. Meanwhile, the object of this research is Bina Bangsa University itself, which is the location where the research was conducted. Regarding the research variables of HR management, organization and lecturer performance, this study uses two types of data sources, namely:

1. The primary data collected in this study is the result of interviews, observations, and documentation with problems related to work discipline on lecturer productivity at Bina Bangsa University. This primary data source was obtained directly from sources involved in the research, such as lecturers, HR managers, and faculty leaders.
2. Secondary data were obtained from literature, previous research journals, and documentation data from Bina Bangsa University which were needed in this study. This secondary data source includes data such as HR policies and procedures, the organizational structure of Bina Bangsa University, lecturer profiles, and previous lecturer performance data.

### **Data collection technique**

Data collection techniques used in this study are:

1. Interview: conducted by asking questions to respondents who are the source of information in this study. Interviews were conducted to obtain information about work discipline on lecturer productivity at Bina Bangsa University.
2. Observation: carried out by visiting and direct observation of the research object. Observations were made to obtain information about human resource management practices carried out at Bina Bangsa University related to lecturer performance.
3. Documentation: this is done by collecting photos and written notes about various activities or events that occurred during the research. Documentation is done to obtain secondary data such as documents and previous research journals.

In this study, data obtained from interviews, observations, and documentation were used to get an overview of the role of human resource management in improving lecturer performance at Bina Bangsa University. Secondary data obtained from the literature, journals and archives of the University of Bina Bangsa are also used to enrich understanding and strengthen the results of data analysis. In conducting qualitative data analysis, researchers use techniques such as content analysis, thematic analysis, and discourse analysis. This technique is used to organize data, identify themes or patterns, and interpret the meaning of the data obtained. (Husni, 2016). The results of qualitative data analysis can provide a more in-depth and comprehensive picture of the phenomenon being studied and open space for further research development

## **DISCUSSION AND RESEARCH RESULTS**

This research shows how important the role of HR management is in improving the performance of lecturers at Bina Bangsa University. Lecturers who feel they are treated fairly, have good access to training and career development, and work in a conducive work environment tend to have better performance. The results of research regarding the role of human resource management to improve lecturer performance at Bina Bangsa University:

### **1. Lecturer Performance Improvement Planning and Strategy**

This shows that Bina Bangsa University has taken strategic steps to improve lecturer performance through careful planning and involving all relevant parties. Thus, it can be concluded that human resource management plays an important role in improving the performance of lecturers at Bina Bangsa University. In addition, the research results also show that the factors that affect lecturer performance are not only internal factors such as academic ability and teaching skills, but also external factors such as work environment and management support. Therefore, efforts are needed to increase the motivation and job satisfaction of lecturers through the provision of rewards and recognition for work achievements that have been achieved.

Improving the quality of lecturer human resources is an important factor in improving lecturer performance. Programs to improve lecturer performance that are well planned and pay attention to

the needs of each department can strengthen lecturer competence in carrying out the tri dharma duties of higher education. In addition, the delivery of learning assignments for lecturers must also be well planned in order to avoid the problem of a shortage of teaching staff which can hamper academic implementation in related majors. In this case, the role of Human Resource Management is very important to ensure that programs to improve lecturer performance can be carried out properly and effectively.

It can be seen that development in the field of research and community service is also the focus of the lecturer performance improvement program at Bina Bangsa University. This shows that Bina Bangsa University is not only focused on improving the quality of teaching, but also trying to build a better quality of research and community service. By providing training, offering research and service through internal and external funds, as well as scientific meetings, seminars and discussions, it is expected that lecturers can produce quality research and provide benefits to society. In addition, through community empowerment programs and the involvement of lecturers in social and community activities, it is hoped that lecturers will be able to build good relations with the community and make a positive contribution in improving community welfare.

## **2. The Role of Human Resource Management in improving Lecturer performance at Bina Bangsa University**

To overcome these problems, Bina Bangsa University needs to make various efforts such as conducting training and socialization related to the effective use of technology and learning media, as well as providing adequate support and facilities to strengthen the abilities of lecturers in terms of lecture management. Apart from that, Bina Bangsa University also needs to implement a strict monitoring and evaluation system to ensure that lecturers and teaching staff comply with established quality and disciplinary standards. In addition, Bina Bangsa University also needs to strengthen cooperation with industry and other educational institutions to strengthen the quality of graduates and increase their competitiveness in the world of work.

The purpose and strategy in question is to improve the quality of education provided by Bina Bangsa University through the development of the use of technology, managerial and professionalism of human resources, especially lecturers. By improving the performance of lecturers, it is hoped that the effectiveness and efficiency of the learning process can be increased, thus creating quality graduates. This can be done through several efforts such as training and developing lecturer competencies in using learning technology, socializing new things that develop in supporting lecture effectiveness, and providing incentives that can motivate lecturers to improve their performance. Based on experience and direct research, it turns out that there are three human resource management roles implemented by Bina Bangsa University to improve the performance of lecturers, namely:

### **a. The Role of Administrative Human Resource Management**

This role is indeed very important in socializing the use of technology to lecturers, especially for

lecturers who are elderly. In facing the digital era as it is now, the use of technology in lectures has become a very important requirement. Lecturers who are able to master technology will find it easier to deliver lecture material more effectively and efficiently. In addition, the use of technology also makes it possible to conduct lectures remotely, so it is very helpful in overcoming time and distance constraints.

b. **The Operational Role of Human Resource Management**

This role at Bina Bangsa University assists in optimizing processes and procedures related to human resource management. Operational tasks carried out include developing policies and procedures related to recruitment, selection, training and development, performance appraisal, payroll, and work contract management. This is done with the aim of creating a conducive work environment for lecturers and staff, as well as ensuring that every human resource management process runs well and efficiently (Sumardjoko, 2010).

c. **The Strategic Role of Human Resource Management**

The strategic role in human resource management at Bina Bangsa University is very important to ensure that lecturers can become an important resource and a major investment for the university. This is done by focusing on problems and long-term implications related to human resources, so that human resource planning and development can be carried out in a strategic and planned manner to ensure that the university's long-term needs can be met. In this context, the strategic role of human resource management also plays an important role in developing training and development programs aimed at improving the teaching quality of lecturers, as well as encouraging their participation in curriculum development and research activities to support university development and progress.

Based on the explanation of the 3 points above, it is known that the role of human resources is very essential in carrying out the success of human resource management activities which have a very important role in carrying out activities in a high school, including at Bina Bangsa University. With good human resource management, universities can maximize the potential of their human resources, including teaching staff, education staff, and students, to achieve the targeted goals. Through good human resource management, Bina Bangsa University can also carry out routine evaluations of lecturer performance and correct existing deficiencies, so that higher education governance can be properly monitored and in accordance with the goals set.

### **3. How is HRM at Bina Bangsa University according to the Management Economics Perspective**

The management economic perspective refers to a management approach that integrates economic factors in management decision making, including human resource management. In the context of Bina Bangsa University, improving the performance of lecturers and lecturers can be done through 6 perspectives in the management economics perspective, namely:

a. **From a financial performance point of view: The improvement in the performance of lecturers**

and lecturers must be measured in terms of financial performance, such as saving on operational costs and increasing the income of Bina Bangsa University.

- b. Customer point of view: Bina Bangsa University must consider the needs and expectations of students as the main customer. Improving the performance of lecturers and lecturers must have a positive impact on student satisfaction and an increase in the number of new students.
- c. Internal point of view: Bina Bangsa University must consider internal factors that affect the performance of lecturers and lecturers, such as organizational culture, human resource management policies, and operational efficiency.
- d. The point of view of innovation and learning: Improving the performance of lecturers and lecturers must pay attention to innovation and learning to improve the quality and relevance of educational programs at Bina Bangsa University.
- e. Growth and learning perspective: Bina Bangsa University must consider the factors that affect the growth and learning of lecturers and lecturers, such as training and development, as well as career advancement.
- f. Sustainability perspective: Improving the performance of lecturers and lecturers must be sustainable and take into account environmental and social factors related to the sustainability of Bina Bangsa University.

In all of these perspectives, human resource management at Bina Bangsa University must consider economic factors related to human resource management, such as cost savings, increased productivity, and lecturer development, so that the financial and strategic objectives of Bina Bangsa University can be achieved effectively. effective.

#### **4. Obstacles or obstacles faced by lecturers at Bina Bangsa University**

Obstacles and obstacles faced in improving lecturer performance through human resource management are indeed very important to note. Some of the obstacles experienced by lecturers at Bina Bangsa University include a lack of ability to use technology, a lack of socialization regarding the use of academic guidebooks, and a lack of training in upgrading their knowledge.

To overcome these obstacles, Bina Bangsa University can make several efforts such as providing training to lecturers regarding the use of the latest technology and applications in lectures, more intensive socialization on the use of academic handbooks, and providing training programs to improve competence. and lecturer knowledge. In addition, it is also necessary to evaluate the training programs that have been implemented to determine the extent to which the program is effective in improving the performance and abilities of lecturers. By making these efforts, it is hoped that Bina Bangsa University can optimize the role of human resource management in improving lecturer performance and achieving targeted goals.

## **5. Solutions to Obstacles or Constraints faced at Bina Bangsa University**

The solution proposed by researchers to overcome the obstacles and obstacles faced by Bina Bangsa University in improving lecturer performance is socialization prior to regulations and their implementation, so that senior lecturers pay more attention to and learn to use learning technology as mentioned regarding the use of Google Meet and Zoom, the obstacles that lecturers face when using academic guidelines socialized beforehand the use of academic guidelines so that lecturers better understand the responsibilities that must be fulfilled when guiding, for example, How many credits can be completed by students each semester, based on the GPA achieved by these students, the lecturer besides providing professional advice also understands that the role of student advisers must be the protector of students on campus.

## **CONCLUSION**

From the results of the research conducted, it can be concluded that the role of human resource management has a direct positive influence on improving the performance of lecturers at Bina Bangsa University. This can be seen from several research findings, such as the existence of good and structured human resource planning, effective employee performance management, and regular employee training and development. All of these things help increase the motivation, ability, and performance of lecturers in carrying out their duties and responsibilities on campus. This conclusion is shown by the results of the analysis as follows:

1. Planning for improving the performance of lecturers at Bina Bangsa University, it is also necessary to pay attention to aspects of developing soft skills for lecturers, such as good communication skills, effective time management, ability to work in teams, and leadership skills. It is intended that lecturers not only have adequate academic skills, but also be able to adapt to changes and demands of an increasingly dynamic job market. In planning to improve the performance of lecturers at Bina Bangsa University, it is also necessary to pay attention to the development of information technology and innovative learning media. This aims to support a more effective and efficient learning process, and to be able to meet the increasingly diverse needs of students.
2. Bina Bangsa University lecturers are in the required majors, but there is still a lack of socialization to be able to carry out their duties and responsibilities in improving the quality of education to be better and more focused.
3. The role of human resource management is very important in improving the performance of lecturers at Bina Bangsa University. Administrative, operational and strategic roles carried out by human resource management will assist in carrying out duties as a lecturer more effectively and efficiently. In addition, improving the performance of lecturers will also have a positive impact on tertiary institutions, such as achieving higher education goals effectively and efficiently. Therefore, it is necessary to make efforts to strengthen the role of human resource management in improving the performance of lecturers so that higher education goals can be achieved properly.

4. From the results of research conducted by researchers that Bina Bangsa University has implemented the role of human resource management well in improving lecturer performance. However, of course there are still a number of things that need to be improved so that lecturer performance can continue to grow and universities can achieve their goals more effectively and efficiently.

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