

# Problematic Situation Analysis of the Stages of Human Resources Management by Applying the Principles of Good Governance in Private University at LLDikti Region III Jakarta

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## Abstract

The study aims to analyze the problematic situation of the stages of human resource management in private tertiary institutions by applying the principles of good governance and to know the factors that influence the application of the principles of good governance in human resource management. There has been a lot of research on human resource management, however, problematic research analysis of human resource management situations that is by the principles of good governance to maximize the role of institutions as Good University Governance does not yet exist. The benefits of research are information on the application and stages of good governance in the management of human resources in higher education to improve and develop the principles of good governance in achieving the role of institutions as Good University Governances. In this study, the authors used a qualitative methodology, data collection by observation, in-depth interviews, documentary studies, and Focus Group Discussion (FGD). The results of the research were recommendations in the management of human resources by applying the principles of good governance.

**Keywords:** *Human Resources, Good University Governance, Focus Group Discussion*

## INTRODUCTION

Universities as graduates producing institutions are expected to always improve following the changes and developments in the realm of science, technology, and information to produce quality graduates. The government has issued regulations and guidelines in the management of tertiary institutions, as a reference for tertiary institutions to be able to produce quality and competitive graduates. Likewise, the Private University also responds and is required to carry out modern governance by taking into account developments in technology and information. There are two institutions in managing Private University, namely a foundation that functions as a university organizer and Private University manager, which is a manager that covers the management of academic and non-academic fields.

The presence of foreign tertiary institutions is a Human Resources seat as well as the higher demands and competition between higher and more competitive tertiary institutions, then forces management in tertiary institutions to be able to improve quality, highly competitive to continue to exist. To realize the role and function of good governance, it is necessary to apply good governance in the application of Human Resources management. The thing that needs to be examined is whether the management of resources in tertiary institutions has been well managed and what factors influence the stages of Human Resources management in Private University.

Human resource development, if applied correctly in productive organizations can directly contribute to improving performance and achieving organizational goals (Swanson & Arnold, 1996; Brown et al., 2000). Educators and education personnel in tertiary institutions is one of the resources and an important capital to be managed and developed based on established rules and

policies and optimal direct or indirect involvement of stakeholders (Vagar et al., 2011; Werner and DeSimone, 2012; Khan et al. , 2012).

Fundamental changes that occur in the world of education both in state and private universities in the face of the 4.0 revolution. one of them is by implementing good governance, namely by applying good governance in its governance. Strategic issues towards good governance and accountability have developed into focus in the change in management of higher education known as university governance, as good practices are often referred to as good university governance (Henard and Mitterle, 2010; Salmi, 2009).

Matters that were a challenge in the industrial era 4.0 and are as follows 1) increased technological and information security, 2) reliability and stability of production machines, 3) skills are increasing, 4) stakeholders remain reluctant to change, 5) the field of work many are lost due to automation (Sung, 2017 in Yahya, 2018). Based on these challenges, there needs to be a change for all parties by trying to improve competence and continue to learn both as educators and educational staff, especially for Private University as a producer of human resources must be able to adjust according to the needs of era 4.0.

By the regulation of the Minister of Research and Technology of the Republic of Indonesia Number 44 of 2015 concerning National Standards of Higher Education hereinafter written Permenristekdikti No. 44 of 2015 article 1 number 8 has been regulated that Higher Education is an educational unit that organizes Higher Education. Private tertiary institutions as education providers are based on academic mandates given by the government and delegation of authority in managing all resources of the foundation (Directorate of Institutional and Collaboration of the Directorate General of Higher Education, 2012).

Similarly, the Private University must be able to respond to developments and rules set by the government. Private tertiary institutions have a large role and share in nation-building, this is because private tertiary institutions can also function as a place for the transformation of human resources. To realize the role and function of the tertiary institution, it is necessary to apply good management in private tertiary institutions. The principles of good governance can be applied in private universities because organizations in Private University can be likened to government agencies because it can be said that Private University are functions that are carried out jointly between foundations, university managers and all elements in Private University so that it is not only a matter university leaders or foundation administrators only (Panggabean, 2002)

According to Ali Muktiyanto, et al (2014) that the application of GOOD UNIVERSITY GOVERNANCE principles is consistent and better which will produce superior performance. The results of research by Muhi (2010) in the study of the implementation of the values of good governance in tertiary institutions prove that transparency, accountability, and responsiveness affect the quality of academic services as a key performance measure, both directly and indirectly Human Resources ough academic culture and initiatives.

Management of stages of human resources based on Law No. 5 of 2014 concerning State Civil Apparatus includes stages: (1) Employee Planning (2) Employee Procurement or recruitment & selection (3) Placement in positions / functional & structural (4) Formulation of Employee Career Patterns (5) Management of employee performance (6) Development of employee quality (7) Employee Discipline Enforcement (8) Remuneration (9) Dismissal and Retirement.

Based on data from the Higher Education Database (PDPT) Ministry of Research Technology and Higher Education that of 23,778 PTS lecturers with S3 education is still low, only 13% and those with S1 education are 10%. While those who have functional professors are only 0.97%,

there are 5.39% of the Head Lectors, 21.74% of the Records. Based on the data, there needs to be a change in the management of human resources, both educators and education personnel to improve the improvement of the quality of human resources, considering that human resources are the spearhead in the implementation of the education implementation process. Many factors that influence each other relate to research on human resources management to find suitable solutions and allow them to be implemented as an improvement effort.

This study aims to analyze the problematic situation of the stages of Human Resources Management by applying the principles of good governance in Private Universitys to maximize the role of institutions as good university governance. The benefits of research are obtaining information about the application and stages of good governance in human resource management and providing recommendations for human resource management in tertiary institutions to improve and develop the principles of good governance in achieving the role of institutions as good university governance.

## METHOD

In this research, the writer used Soft System Methodology (SSM). This method describes the complex combination of the factors social, culture, economy, psychology, legal and communication. SSM is the response over the complex and plural situation. SSM Method has 7 principles:

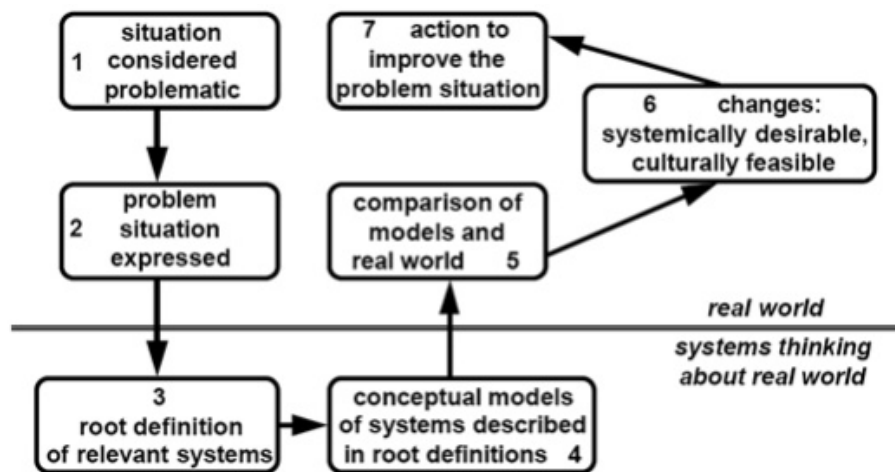


Figure 1. Cycle Step of Soft System Methodology

### 1. Modification Cycle in Soft System Methodology

Checkland and Poulter (1990) stated the definition of SSM: "SSM is the process to observe with action orientation about the daily real world problematic situation. SSM user performs the study from finding the situation to defining and or taking the action to improve that problematic situation. The process of studying occurs with an organized process where the real situation is explored with the intellectual equipment which may support the structured discussion, called some activity model it has purpose built based on some pure world views."

### 2. Problem situation expressed - rich picture

The rich picture in the form of figure shows all stakeholders together with their roles and their prime object. The arrangement of rich picture to recognize from the beginning the real world situation concerned to the organization observed. The primary information in rich picture is :

- a) structure, b) process, c) the relation of structure and process as well as interprocess, d) object.
3. Rootdefinition of relevant purposeful activity systems)  
First, determine Root Definitions (RD); second, make analysis of CATWOE (customer, actor, transformation process, worldviews, owners, dan environmental constraint) with root definition. Then, CATWOE and root definition, both support each other and makes the understanding more purposeful. CATWOE analysis can enrich and make perfect root definition which will be concluded and used to arrange the conceptual model of the relevant human activity system.
  4. Make Purposeful Activity Models  
Make purposeful activity models as intellectual equipment to analyse and to discuss the real life situation which is considered problematic concerning to what to be done by the system mentioned in root definition.
  5. Compare the model to real world  
Use the conceptual model already made to discuss about the problematic in real world. This step is not to judge the weakness of the problematic situation in real world compared to conceptual model which is 'perfect'. Moreover remember that conceptual model is the made up based on the pure view while the real world is supported with various views.
  6. Action to improve the situation  
The step of action to improve, to make perfect and the change the problematic situation. This step is the last terminal of the seven basic steps of SSM. The SSM practitioner can determine the point where the research is paused whether in the step of action to improve, to complete and to change the real world situation or just in the step of defining the suggestion to act.
  7. Action to Improve The Problem Situation  
Principle 1 to 6 enables the organization personnel to do construction critical reflection. Paralleling to research focus on the Design of Management Model of Human Resource at Private University by Applying GUG so that the SSM approach is used to develop model by improving the policy, supervising and guiding at private university. Method and technique to collect data and the qualitative data analysis used in SSM research are; observation, interview, literature reference dan focus group discussion, among others:

The data collection conducted in this research is the survey method, while the qualitative approach is carried out by in-depth observation, interviews with key informants, document studies, and focus group discussions (FGD). Methods and data collection techniques and qualitative data analysis used in SSM research, namely: observation, interviews, documentation studies and focus group discussions, including:

1. Interview; collecting data with target human resource persons who provide human resources management data.
2. Observation; Types of participant observation with clear data guides and researchers entered the field of research interacting directly with informants during the internship.
3. Documentation Study; a collection of official human resources management documents in the form of soft-file and hard-file as well as researchers' field notes.
4. Focus Group Discussion (FGD); the purpose of determining the meaning of a theme according to the understanding of a group to avoid the wrong understanding of a researcher of the focus of the problem being studied.

## RESULT

From the results of research data obtained by surveys, interviews and documentation studies can be identified problems that exist in human resources governance and reviewed by providing recommendations for human resource management in universities for improvement and development which are considered not optimal in applying the principles of good governance in order achievement of the role of institutions as good university governance. Based on the results of research data collection, will discuss the stages of governance of human resources including educators and education staff and analyze the implementation of GOOD UNIVERSITY GOVERNANCE principles in the management of human resources in Private University.

### Stages of Human Resources Management in Private University

1. Implementation of Good University Governance Principles in human resources Recruitment. The recruitment process carried out in several private resources has not been able to get human resources with competencies by organizational needs. The recruitment procedures and processes of both educators and education personnel based on innate friends, or alumni due to the limited number of applicants, this indicates that the recruitment system implemented shows that existing employees do not yet have a quality that is comparable to the demands of the dynamics of strategic changes needed by an increasingly complex society . The recruitment process does not implement the principles of transparency with planning. Whereas recruitment by implementing the principles of transparency and strategic planning, programmed, and comprehensive is the first step to recruit employees both educators and reliable education staff.
2. Implementation of Good University Governance Principles in the Selection of Educators and Education Personnel. In fact, in some Private Universities in recruiting, employees do not do a strict selection test. Selection of new employees is carried out in each Faculty and work units that require, for the selection of educators in several Private Universities by looking at the minimum administrative requirements of S2 education and in accordance with the required qualifications and entrance tests in the form of presentations and interviews, but some Private University not selection is only to submit the required requirements. human resources selection process in Private University has not been carried out transparently and accountably, in the recruitment of employees sometimes does not hold a selection process.
3. Implementation of Good University Governance Principles in the Placement of Educators and Education Personne. Employee professionalism has not yet been realized, this is due to a mismatch between employee competencies and the position specified. The accountability process in the phases of assignment and assignment to lecturers and education staff has been carried out only not yet needing to complete the formation of clear formation, with the existence of clear position formation, the division of tasks will be created effectively and efficiently.
4. Implementation of Good University Governance Principles in Training and Development of Educators and Education Personnel. The development effort for further studies in some Private University is only for teaching staff while there is no education staff providing scholarships for further study even in some PTS there is no funding for further study for educators. While for training to increase work skills, there are only a few private universities that hold training such as curriculum-making, research workshops, but for education staff, there is no specific training or development, there is no clear and scheduled employee training and development activity.
5. Implementation of Good University Governance Principles in Preparing Career Paths for Educators and Education Personnel. Based on the results of interviews many lecturers who

publish scientific journals due to cost and time issues, because besides as lecturers they also work as practitioners both in industry and in their businesses. Scientific publication is one of the requirements for the functional promotion of lecturers. This needs to be a concern in Private University, many lecturers who have not yet taken care of the rank level because the requirements have not been fulfilled, so there is a need for guidance for lecturers in arranging rank advancement. The implementation of education and training in Private University has not been carried out continuously, especially for educational staff. Career path systems for teaching staff (lecturers) by reporting BKD every semester shows the implementation of the principles of Accountability, Independence, Fairness. Some private universities have applied the principles of Accountability, Independence, Fairness for educational staff by conducting selection tests for prospective officials.

6. Implementation of Good University Governance Principles in Discipline Enforcement and Award of Educators and Education Personnel. The Fairness Principle in the enforcement of discipline and the awarding of educators and education personnel is carried out clearly and fairly so that problems do not occur in the future, especially in the provision of sanctions or punishment.

Based on the results of the human resources management stages above, the researcher held a Focus Group Discussion (FGD) activity involving two expert speakers, who came from LLDikti Region 3 and Professor of Change and Innovation Management and human resources management stakeholders in PTS to obtain input and plans for improvement. The FGD method has several characteristics, among which, it is a data collection method for the type of qualitative research and the data generated comes from the exploration of social interactions that occur during the discussion process carried out by the informants involved (Lehoux, Poland, & Daudelin, 2006). The results of the FGD and recommendations for improvement in human resources management in private tertiary institutions are:

Activities	Real Conditions	Recomendation
Application of GOOD UNIVERSITY GOVERNANCE Principles in Human Resources Management	The implementation of GOOD UNIVERSITY GOVERNANCE has not yet been implemented	The GOOD UNIVERSITY GOVERNANCE Implementation Commitment is supported by top management and requires involvement in an ongoing process. Conduct management assessments & audits both internal and external and implement the compliance function.
Digitization of HUMAN RESOURCES	HUMAN RESOURCES management is still manual	Human resources information management system with transformation, from the beginning only dominated by administration and personnel to become more strategic. This evolution is closely related to technological developments in the industrial era 4.0, so that employees can do work without being limited by time.

HUMAN RESOURCES Governance Strategy	Socialization of the application of governance principles to employees	The application of good governance in managing human resources in order to increase the effectiveness and competence of employees, is closely related to the quality of human resources, with work ethics and culture and work principles in a professional manner is an important role in implementing GOOD UNIVERSITY GOVERNANCE.
education and training	Implementation of education & training is still very limited, especially for education personnel.	Human resource training is closely related to the assessment of the results of their work, training is carried out after the results of the assessment. Training is conducted so that employees have the knowledge, abilities and skills in accordance with the demands of the work they do.
Empowerment	Participants and education staff need to be increased in their participation so that the available human resources can be more productive for the achievement of the Organization's Vision and Mission	Empowerment by receiving input from employees and can be implemented. Increase thinking creativity and employee initiatives whose impact will increase organizational competitiveness
Compensation	Employee compensation is still low	A good compensation system can directly help institutional stability and indirectly participate in promoting stability and economic growth.
<i>Reward and punishment</i>	Reward and punishment has not yet been implemented	Rules and laws and rewards must be implemented to reward the efforts of employees who are trying to change the way they work.

## CONCLUSION

Based on the stages in human resource management in private tertiary institutions, it can be concluded that several recommendations can be implemented to obtain information on the application and stages of good governance in human resource management and provide recommendations for human resource management in tertiary institutions for improvement and development in applying the principles of good governance in achieving the role of institutions as good university governance. The recommendations given based on the results of the FGD are the commitment of the entire academic community in implementing the principles of good governance, the use of information management systems in human resources management with transformation, governance strategies in human resources, performance evaluation, compensation, punishment and reward in a transparent, accountable and fairness manner.

## **SUGGESTION**

Based on the above conclusions, it is necessary to conduct further research on the Human Resources Management model with the application of good governance in Private Universities.