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## ***HUMAN RESOURCES DEVELOPMENT MANAGEMENT IN ENGINEERING STUDY PROGRAM***

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**Abstract:** *The purpose of this study is to describe the development of human resources to improve the accreditation of Engineering Study Program in the future activities (1) formulation of HR development planning, (2) formulation of HR development evaluation, (3) formulation of HR development evaluation. This experiment was carried out at the Electrical Engineering Study Program of the Sumatra Institute of Technology. The method used is a qualitative method with a phenomenological design. Data collection techniques using interviews, observation and document studies. The source of data from this study amounted to 12 people, namely the secretary of the study program as a key informant who was supported by laboratory coordinators, lecturers, laboratory assistants, and students. The results of the study show that (1) future demand for quality leads to an increase in lecturer indicators in accordance with the provisions of the accreditation assessment in the superior category; (2) strengthening the quality of lecturers to increase the value of accreditation and strengthening the quality of lecturers for the realization of superior competencies; (3) the strengths and weaknesses of the implementation of the program are visible for further improvement.*

**Keywords:** *management, planning formulation, program formulation, program evaluation.*

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### **Background and Problem**

Vocational higher education is part of a form of higher education in Indonesia that emphasizes the skills of engineering students to be ready to work in the future (Utomo, 2021:65). Education for sustainable development is preparing people to acquire the knowledge, skills, attitudes and values needed to shape a sustainable future (Sowiyah et al, 2021:8). The application of digital literacy in learning activities at a state university has contributed to stimulating students to improve their skills and ability to take initiative, as well as to take responsibility independently (Riswanti Rini et al, 2022:229). The low number of graduates working from higher vocational education levels is part of the general problem of

higher education in Indonesia in preparing graduates who are ready to work, this is allegedly due to the low linkage of the educational process with the business/industry world (Syahyadi, 2020:72).

The ability of lecturers at a university is the variable that has the most dominant influence on the achievement of the quality of educational outcomes at the university (Suryowibowo et al., 2021:98) and has an impact on public trust in universities (Akbar, 2021:31). Improving the quality of lecturers in conformity with accreditation quality standards as strengthening a university in collaborating with the industrial world (Safriadi, 2022:11).

A management approach that builds and maintains institutional relationships with stakeholders has a positive effect on educators and students (Snijders et al., 2020). Educational management at an A-accredited faculty to manage human resources to achieve national higher education quality standards has become an amplifier in the process of implementing the Independent Learning Independent Campus in the Study Program which is very good so that it can support the Main Performance Indicators of PT (Harras et al, 2021). A good and effective application of HRM is being able to synergize between leaders and lecturers to create a good atmosphere in the internal faculty with the aim of increasing the pedagogic competence of the lecturers (Astari et al, 2022:7).

Educational administration is a science that studies resources in educational organizations to achieve educational goals optimally, with the main functions of structuring educational administration being planning, program activities, and evaluation involving three resources: human, learning resources, and facilities and budget resources (Engkoswara, 2011 :3).

Based on the background and problems above, the objectives of HR development management research for the quality needs of the Engineering Study Program in the future are (1) formulating HR planning; (2) formulating HR development programs; (3) formulating an evaluation of human resource development.

## **Literature review**

### **Formulation of HR Planning for the Future in a Higher Education Organization**

The main purpose of planning is to ensure organizational effectiveness which is integrated with planning objectives both short and long term (Jackson & Schuler, 1990). The purpose of human resource planning is to determine the quality and quantity of employees who will fill all organizational positions (Sedarmayanti, 2007: 107).

The planning function is to facilitate the organization to implement an integrated policy and program of the institution's mission for future goals (Rahayu, 2016:5). Effective HR planning is a strategy that must pay attention to factors that influence success such as environmental factors, organizational leadership policy/decision factors, and employee supply factors in the organization (Setiyati et al, 2019:123).

Strategies to produce graduates as competent workforce can be pursued through a link and match curriculum and productive learning strategies, for that the presence of lecturers greatly affects the quality of educational outcomes that

are relevant to work needs (Syahyadi, 2020). Compliance with quality standards set by the Government through the National Accreditation Board for Higher Education by implementing continuous strategic management measures has implications for improving education services and graduate competencies (Pratiwi, et al 2021:4556).

The strategic steps of HR planning towards an effective modern organization, namely: (1) Collecting and analyzing data to forecast the expected demand and supply of human resources for future planning, (2) Developing the objectives of human resource planning, (3) Designing and implementing programs that can facilitate the organization to achieve the objectives of human resource planning, (4) Supervise and evaluate ongoing programs (Jackson & Schuler, 1990).

### **Formulation of HR Development Program for the Future in a Higher Education Organization**

Effective HR development is a process of human resource management (HRM) activities to improve the quality of human resources for productivity to achieve organizational goals through knowledge, experience, and expertise development programs carried out by individual employees based on the results of the assessment (Werner, 2014:89). Measuring the condition of lecturers on indicators that match the BAN-PT standards is a scenario of an affective HR development program at a university (Yudhanarko et al, 2015).

HR development provides a framework for self-development programs through trainings for career advancement that are tailored to the competency needs of the organization in the future (Price, 2004). Human resource development programs in an organization that include planning, implementing, and evaluating these programs (Armstrong, 2006).

### **Formulation of Human Resource Development Evaluation for the Future in a Higher Education Organization**

Approach strategic steps to develop HR effectively in the step towards a modern organization, namely monitoring and evaluating ongoing programs (Jackson & Schuler, 1990). Human resource development in a higher education in the main function of structuring educational administration is supervision (Engkoswara, 2016:37).

Information on program evaluation results in the form of program implementation processes, impacts or results achieved, efficiency and utilization of evaluation results that are focused on the program itself, which is used to make decisions whether to continue, improve or discontinue, in addition, it is also used for the purposes of preparing the next program or formulation of policies related to the program (Rogers & Wright, 1998:311).

Evaluation of HR development carried out based on effective and efficient measures as a result of HR development interventions for organizational effectiveness in the accountability system (Knowles et al, 2014). Evaluation of HR development programs needs to be evaluated for important reasons, as follows: 1) knowing the suitability of the program evaluation objectives; 2)

knowing the strengths and weaknesses of the program; 3) knowing the benefits of the program (Sims, 2006).

## **Research methods**

This research is a form of descriptive qualitative research. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior (Moleong, 2001: 2), in line with the above statement, descriptive qualitative research is a type of research that is able to capture various qualitative information with descriptions as well as thorough and nuanced, which is more valuable than just a statement of the number or frequency in the form of numbers (Sutopo, 2006: 227). Miles & Huberman describes data that appears in the form of words and not a series of numbers. The data may have been collected in a variety of ways (observations, interviews, document digests, tapes), and are usually processed approximately before they are ready for use through recording, typing, editing or transcribing, but qualitative analysis still uses words, which usually organized into an expanded text (Miles & Huberman, 1992:15).

The stages of the research are as follows: 1. Data reduction, namely by classifying the data from the results of in-depth interviews, observations, and documentation. The presentation of the data is carried out after data reduction, which is presented in the form of descriptive text. The next analysis is drawing conclusions or verification which is carried out by looking at the meaning of the data relationships obtained from observations, in-depth interviews, and documentation (Perdana, et al, 2019:87).

The use of qualitative methods in this study is due to reveal and understand the process of developing human resources in a higher vocational education organization that focuses on lecturers. The location that became the object of research was the ITERA Electrical Engineering Study Program, it was chosen because the presence of lecturers and educational facilities was very important.

## **Results and Discussion**

### **Formulation of HR Planning for the Future in ITERA Electrical Engineering Study Program**

A leader in utilizing human resources to achieve organizational goals is required to have technical skills which include the application of knowledge and expertise to understand, organize and motivate others who are led; and conceptual skills including planning that will assist in decision making.

In technical colleges, the role of the leader is in directing and managing their human resources to contribute to achieving the minimum quality standards that have been set as an internal strengthening effort in achieving developing the quality of the educational process that is relevant to the needs of the world of practitioners or the world of work. Relevant research concludes that accredited 'excellent' universities in the city of Bandung have good human resource management practices to create and enhance competitive advantage (Reyhan, 2022).

The leadership in ITERA Electrical Engineering Study Program in managing human resources is seen from the role of the study program secretary in helping the study program coordinator formulate plans, formulate programs, and evaluate lecturer development programs to strengthen the quality of the learning process. This effort should be carried out by a leader in empowering the potential of educators (lecturers) to achieve the quality of the learning process (Ekosiswoyo, 2016).

Secretary of the ITERA Electrical Engineering Study Program in his role assists the coordinator of the study program in developing its human resources in its current activities focused on planning, program formulation, and program evaluation referring to the ITERA Strategic Plan by taking into account the current state of achievement for the basis of future quality achievements. Human resource development in educational organizations in planning activities, program implementation, and program evaluation is part of the basic functions of education administration (Rosalina, 2015).

The purpose of human resource development planning for the need to increase accreditation status and competency excellence in ITERA Electrical Engineering Study Program is to increase the achievement of lecturer indicators in accordance with the provisions of the BAN-PT assessment to strengthen the quality of excellence. Lecturer performance is one of the absolute accreditation instruments, which cannot be ignored (wahyudi, 2020).

The achievement of the indicators of Doctoral and Lecturer lecturers in accordance with the adequacy of higher accreditation is an expectation of the quality of human resources for the ITERA Electrical Engineering Study Program for achievements in 2024. A study shows that to achieve accreditation of superior universities, it is very necessary for the support of lecturers in the assessment of accreditation indicators (Simatupang, 2020).

Efforts to achieve lecturer indicators on the need for increased accreditation in ITERA Electrical Engineering Study Program against existing opportunities include (1) encouraging permanent lecturers who are pursuing further doctoral studies to graduate to achieve Doctorate on time according to the scholarship contract (2) encouraging expert assistant lecturers to develop research through the use of research grants to fulfill the requirements for increasing functional positions to Lectors (3) encouraging qualified lecturers to the adequacy of increasing accreditation for their involvement in taking part in activities to improve the quality of accreditation and the superior quality of study programs. A study concluded that educational leadership and work motivation together have a significant effect on the performance of educators (Septiana et al, 2013).

Activities that need to be carried out to encourage lecturers to contribute to increasing the achievement of accreditation assessment indicators in the ITERA Electrical Engineering Study Program begin by measuring the achievement of lecturer indicators on the suitability of the strategic program targets for the ITERA Strategic Plan towards the fulfillment of BAN-PT accreditation. A study concluded that aspects that need to be reviewed related to the lecturer administration measurement system include the achievement of indicators required by the educational quality standard administration policy (Afizal and Hafiez, 2019).

The results of measuring the achievement of lecturer indicators as input for planning the development of HR quality improvement programs in ITERA Electrical Engineering Study Program for the future. A relevant research concludes that conducting an evaluation of self-assessment is part of a strategy to improve/develop the quality of education in an institution that prioritizes the quality of the process for the success of the goal (Hadi, 2020).

### **Formulation of HR Development Program for the Future in ITERA Electrical Engineering Study Program**

The Secretary of ITERA Electrical Engineering Study Program in his role assists the study program coordinator in formulating HR development programs in an effort to increase the contribution of lecturers to the achievement of Doctoral indicators at least 50% and Lectors at least 70% in current activities against existing strengths and potentials, namely (1) issuing program management policies Doctoral scholarship recipient lecturers who are currently studying (Tubel) to be able to graduate Doctorate on time according to the Tubel contract; (2) issue policies for the management of expert assistant lecturers who receive research grants to be able to publish scientific works in internationally accredited journals on time according to the scholarship contract. The relevant research concludes that the quality development program in the education quality assurance system whose direction is for expansion and reconsolidation must be based on the strengths and opportunities of the education unit, in which case the SWOT analysis method that has been carried out will be more helpful (Luqman, 2017).

The Secretary of ITERA Electrical Engineering Study Program in his role helps the coordinator of the study program to strengthen the management of doctoral further study lecturers to graduate on time according to the scholarship contract and strengthen the management of expert assistant lecturers who receive research grants to fulfill the requirements for increasing functional positions to Lectors, namely (1) creating policies on cooperation programs with other campuses or the world of practitioners related to teaching staff in order to reduce the burden of teaching to lecturers who are currently pursuing doctoral degrees and focusing on completing the dissertation; (2) create policies on cooperation programs with related parties such as other campuses, SMK/SMA, the industrial world, and organizers of national and international journal publications. Relevant research concludes that the challenges of implementing the "Freedom of Learning" policy include the mechanism of collaboration between universities/study programs with parties outside the campus and a paradigm shift in PTNs with legal entities to compete on an international scale, as well as the mechanism of internships outside the study program (Arifin, 2020).

The Secretary of ITERA Electrical Engineering Study Program in his role assists the coordinator of the study program to strengthen the management of laboratory member lecturers in the practical activities of the world of practitioners, namely (1) creating policies on the program to facilitate access to the maximum use of laboratory equipment and PLTS ITERA facilities for the benefit of research development, and (2) create policies on collaborative programs with industry in terms of training, internships, and research. Relevant research concludes that the follow-up plan to improve the quality of education with

integrated competitiveness in a technical college is by making excellent service guidelines for the use of laboratory facilities and infrastructure according to the needs of curriculum achievement, and making collaborations with companies that can provide reinforcement in the competency process in the field. expertise of lecturers, laboratory assistants, and students (Prasetyawati and Kosasih, 2021).

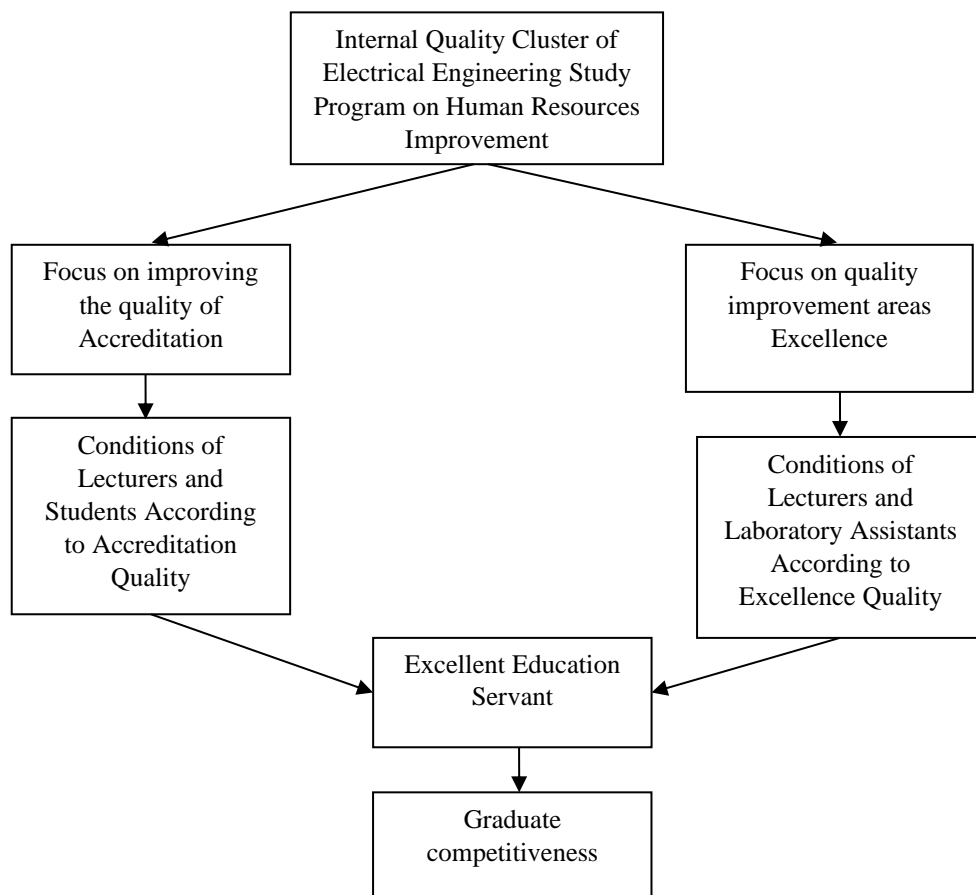
### **Formulation of Evaluation of Human Resources Development Program for the Future in ITERA Electrical Engineering Study Program**

The Secretary of ITERA Electrical Engineering Study Program in his role assists the coordinator of the study program in evaluating and supervising cooperation programs with related parties regarding the need for external teaching staff, so what needs to be done with an approach to measuring student satisfaction in the assessment of learning services from cooperative instructors in reliability is managed by the internal quality group of the study program at the end of each semester for the next improvement. Previous relevant research concluded that in order to determine the success or failure of implementing excellent service management, the determinants of student satisfaction reliability must first be improved, because it has a dominant influence in determining student satisfaction with educational services (Rahman et al, 2019).

The Secretary of ITERA Electrical Engineering Study Program in his role assists the study program coordinator in evaluating and supervising the program to facilitate access to the maximum use of ITERA laboratory equipment and PLTS facilities for the benefit of research development, and collaborative programs with industry in terms of training, internships, and research that need to be carried out with an approach measuring the satisfaction of lecturers/students on the service assessment of laboratory facilities, internship facilities, and training facilities in a tangible way managed by the internal quality group of study programs for subsequent improvements at the end of each semester. Previous relevant research concluded that student satisfaction in a polytechnic (organization of technical higher education) towards facility services that are tangible or can be seen and enjoyed directly by students with the highest response gain is laboratory facility services (Diaz, 2021).

The Secretary of ITERA Electrical Engineering Study Program in his role helps the coordinator of the study program in evaluating and supervising the program of activities to increase accreditation and excellence that needs to be done is to optimize the strength of the results of the HR development program. Internal problems that impact the learning process can be minimized by optimizing strengths and opportunities to leverage weaknesses and threats (Sodikin, 2021).

Efforts to assist the leadership in the ITERA Electrical Engineering Study Program in managing the quality of accreditation and quality of excellence in a sustainable and continuous manner include providing strengthening of the internal quality assurance system in the form of a quality activity scheme as the basis for the preparation of internal quality job descriptions, as shown below.



Schematic Drawing of Job Description Internal Quality of ITERA Electrical Engineering Study Program for the Future

**Conclusion**

The conclusion from the results of research and discussion regarding the development of human resources in the ITERA Electrical Engineering Study Program in the implementation of the Strategic Plan leads to the management of lecturers as a factor of strength and opportunities for increasing accreditation in the superior category in the future, the conclusions of each research sub focus are as follows:

The formulation of HR Planning for the Future in the ITERA Electrical Engineering Study Program leads to improving the quality of lecturers in the achievement of Doctoral and Lecturer indicators for the need for increasing accreditation status in the superior category for achievements in 2024.



The formulation of the HR development program for the future at ITERA Electrical Engineering Study Program for achievements in 2024 leads to the realization of: (1) a program for managing lecturers who receive doctoral scholarships to increase their contribution to doctoral achievements; (2) management program for expert assistant lecturers who receive research grants to increase contributions to the achievements of Lectors.

The formulation of the evaluation of HR development for the future in the ITERA Electrical Engineering Study Program leads to supervision and analysis that emphasizes information on strengths, weaknesses, opportunities and threats in the form of a written report at the end of each semester. In order to support continuous evaluation of HR development, the strengthening of the internal quality assurance system in the form of a quality activity scheme as the basis for compiling an internal quality job description is necessary.

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