HUMAN RESOURCE MANAGEMENT IN THE CONTEXT OF HIGHER EDUCATION:
Strategies for Developing the Potential of Academic and Non-Academic Employees

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Abstract: The quality of higher education is determined one of them through the development of human resource potential. with regard to that this study aims to analyze the strategy of developing the potential of academic and non-academic staff and the obstacles faced. This research was conducted at STEBIS Al-Ulum Terpadu Medan. Data collection techniques using observation, interviews and documentation studies. Data analysis uses data collection techniques, data reduction, data presentation, and conclusion drawing. The results revealed that the Strategy for Developing the Potential of Academic and Non-Academic Employees through the steps of mapping development needs, planning development programs, program implementation, evaluation and monitoring, support and motivation, career development, equal opportunities. What is faced are obstacles in strategy formulation, budget limitations, resistance or disapproval from employees to development programs, lack of understanding and support from the leadership of educational institutions, lack of infrastructure and technology, gaps in needs, lack of periodic evaluation and monitoring, differences in organizational culture and lack of integration between work units..

Keywords: Human Resources, Employee Potential, Higher Education

Abstrak: Kualitas perguruan tinggi ditentukan salah satunya melalui pengembangan potensi sumber daya manusia. berkenaan dengan itu penelitian ini bertujuan untuk menganalisis strategi pengembangan potensi tenaga pegawai akademik dan non akademik dan hambatan yang dihadapi. Penelitian ini dilaksanakan di STEBIS Al-Ulum Terpadu Medan. Teknik pengumpulan data menggunakan observsi, wawancara dan studi dokumetasi. Analisis data menggunakan teknik pengumpulan data, reduksi data, penyajian data, dan penarikan simpulan. Hasil penelitian mengungkapkan bahwa Strategi Pengembangan Potensi Pegawai Akademik dan Non-Akademi melalui langkah-langkah pemetaan kebutuhan pengembangan, perencanaan program pengembangan, implementasi program, evaluasi dan pemantauan, dukungan dan motivasi, pengembangan karier, kesetaraan peluang. Yang dihadapi yakni kendala dalam perumusan strategi, keterbatasan anggaran, resistensi atau ketidaksetujuan dari pegawai terhadap program pengembangan, kurangnya pemahaman dan dukungan dari pimpinan lembaga pendidikan, kurangnya infrastruktur dan teknologi, kesenjangan kebutuhan, kurangnya evaluasi dan pemantauan berkala, perbedaan budaya organisasi dan kurangnya integrasi antara unit-unit kerja..

Kata Kunci: Sumber Daya Manusia, Potensi Pegawai, Perguruan Tinggi

INTRODUCTION

Universities, as institutions of higher education, have an important role in the formation and development of superior human resources. The success of a university is not only determined by its academic excellence but also by its human resource management capabilities. In this context, human resource management in higher education is a key element that must be considered and developed optimally. (Fauziah, 2022). Human resource management in higher education covers various aspects, including recruitment of qualified teaching and education personnel, employee development, performance appraisal, conflict management, and management of labor-related policies. Focused efforts on human resource management can improve productivity, motivation, and staff welfare, which in turn will contribute to improving the quality of education organized by the college. (Primayana, 2016)

Human Resource Management is a management discipline that focuses on planning, managing, and developing human resources within an organization. The goal is to ensure that the organization's workforce can work effectively and efficiently to achieve the company's strategic goals. HR management involves activities such as recruitment, selection, training, performance appraisal, compensation management, and maintaining healthy working relationships. The ultimate goal is to create a work environment that supports employee growth and optimal contribution to organizational success. (Irawan, 2023a)

The importance of human resource management is also closely related to dynamic changes in the world of education and the demands of society. Universities need to have the flexibility to respond to the latest developments in education, technology, and labor market needs. Effective human resource management can help universities to identify and address these challenges, while ensuring a work environment that supports innovation and professional development. In addition, the role of human resource management in creating an organizational culture that is inclusive, results-oriented and focused on individual development should not be overlooked. This involves efforts to create a work environment that stimulates collaboration, open communication and continuous learning. (Abidin, 2022; Irawan, 2023b).

By paying attention to and developing human resource management holistically, universities can achieve their goals of providing high-quality education, producing relevant research, and making positive contributions to society at large. Universities, as higher education institutions, have an important role in the formation and development of superior human resources. The success of a university is not only determined by its academic excellence but also by its human resource management capabilities. In this context, human resource management in

higher education is a key element that must be considered and developed optimally.

Modern universities are faced with various dynamic challenges, including global competition, technological developments, and increasingly high demands from society. Therefore, the strategy of developing the potential of employees, both academic and non-academic, becomes very relevant in achieving the goals of educational institutions. Human resource management in the tridharma of higher education is necessary because it plays a key role in: (1) Human resource development: HR management assists in recruiting, managing, and developing academic and non-academic staff to improve the quality of teaching, research, and community service; (2) Operational Efficiency: Developing human resource management policies and procedures helps improve the operational efficiency of the college, including the management of time, effort, and budget; (3) Employee Welfare: Human resource management is responsible for creating a conducive work environment and supporting employee welfare, which can have a positive impact on productivity and motivation; (4) Improved Quality of Education: By planning and implementing professional development programs, HR management helps to improve the qualifications and skills of lecturers and administrative staff, thus contributing to the improvement of education quality.(Meilia & Safrida, 2022; Yuneti, Josiah, & Parela, 2023).

This research aims to conduct an in-depth review of human resource management practices in higher education, with a particular focus on the potential development strategies of academic and non-academic employees. Through a better understanding of these dynamics, it is hoped that effective management policies and practices can be identified to improve the quality of human resources in higher education.

The purpose of the research will be focused on the discussion of STEBIS Al-Ulum Terpadu Medan, as a college that is still relatively young, this campus strives continuously to improve its quality, one of which is through improving the quality of human resources. However, in its implementation, obstacles are still encountered, such as the mindset of employees who are still not modern, campus funding is not large enough to provide honoraria to employees, to the lack of supervision carried out by the leadership.

The importance of this research lies in its contribution to improving the efficiency and effectiveness of human resource management in higher education, which in turn will support the achievement of academic and non-academic goals of the institution. By understanding the challenges and opportunities faced by human resources in higher education, we can design better strategies for professional and personal development of employees, increase motivation, and strengthen the competitiveness of educational institutions in the national and international scope.

There are several studies relevant to this research, including those regarding quality and service improvement (Primayana, 2016; Sari, 2021; Zulkhairi, 2020), regarding improving employee performance (Dharmawan, 2020; Hendriyaldi & Yanti, 2021; Muchtadin, 2022), in contrast to this research which focuses on strategies for developing the potential of academic and non-academic employees.

METHOD

This research uses a qualitative research method based on case studies, the problems faced by college leaders in human resource management, especially with regard to the effectiveness of potential to be the point of the case to be studied. This research was conducted at STEBIS Al-Ulum Terpadu Medan, with research informants of college leaders and study program leaders, totaling five people. Literature sources are also a reference for this research, especially to add to the treasures related to human resource management.

The data collection techniques used in this research are observation, interview, and documentation study. Observation is used to directly observe the college leadership strategy in conducting human resource management of teaching and education personnel. Interviews were used to obtain information directly regarding the strategy and potential development of academic and non-academic employees. Documentation studies were used to analyze documents related to higher education policies. Data analysis uses miles and huberman techniques consisting of data collection, data reduction, data presentation and conclusion drawing. To test the validity of the data, data triangulation techniques were used, extending research time and increasing researcher persistence.

RESULTS AND DISCUSSION

The Academic and Non-Academic Staff Potential Development Strategy refers to approaches and plans designed to improve the skills, knowledge and well-being of employees in the academic and non-academic sectors. The strategy includes a range of training, continuing education, performance improvement and career development support activities to enable employees to be more effective and productive in carrying out their duties. The aim is to advance the potential of individuals, increase their contribution to the organization, and achieve the overall goals of the institution.

Academic and Non-Academic Employee Potential Development Strategy

The Academic and Non-Academic Employee Potential Development Strategy is a systematic approach that aims to design, manage, and implement various human resource development programs in academic and non-academic environments. In its implementation, STEBIS Al-Ulum Terpadu Medan applies the following strategies:

1. Development Needs Mapping

Identification of individual and institutional needs to determine areas

where development is required. This involves assessing the skills, knowledge, and competencies needed to meet job demands and the achievement of organizational goals. Development Needs Mapping aims to identify development needs at both individual and institutional levels. The process involves an in-depth assessment of the skills, knowledge, and competencies required to meet the demands of the job and achieve organizational goals. By conducting this mapping, a clear picture of the gaps that exist between current and desired qualifications can be generated.

At the individual level, development needs mapping involves evaluating an employee's abilities, skills and knowledge. This enables the identification of areas where further improvement or development is required to enhance their productivity and contribution in the context of work. In contrast, at the institutional level, needs mapping focuses on aspects such as organizational structure, work processes, and corporate culture to determine the improvements or development needed for the organization to achieve its goals more efficiently.(Arianto & Kurniawan, 2020; Hendriyaldi & Yanti, 2021).

Development Needs Mapping provides a strong foundation for designing development programs that are in line with the identified needs. By better understanding individual and institutional needs, organizations can more effectively allocate resources to support sustainable growth and development. In addition, this process can also help improve employee engagement and create a more dynamic and adaptive work environment to change.

2. Development Program Planning

Design training and development programs that match the identified needs. This may include technical training, leadership development, communication improvement, or career development programs. Development Program Planning is a strategic planning process that aims to design, organize, and manage a series of activities specifically designed to improve the skills, knowledge, and capacity of individuals or groups within an organization. The main objective of development program planning is to meet the development needs of human resources in order to achieve organizational goals more effectively.(Kawalo, Winerungan, & Suot, 2022; Maghfiroh & Santosa, 2020).

The steps in planning a development program involve identifying development needs, setting clear goals and objectives, selecting appropriate methods and approaches, allocating resources, and periodically evaluating results. This process ensures that the development program is in line with the organization's vision, mission and strategy, and can have a positive impact on individual performance and the organization as a whole.

Development program planning also involves collaboration between management and the individuals who will participate in the program, so that there is alignment between organizational needs

and individual expectations. With careful planning, development programs can be a valuable investment that increases the organization's productivity, motivation, and competitiveness in an ever-evolving work environment.

3. Program Implementation

Executing a development program requires careful attention to various aspects to ensure the success of the initiative. First of all, careful planning must be done to identify employee development needs and devise a suitable program. This may involve skills assessments, performance evaluations, or interviews with employees.

Once the program is launched, it is important to enable employee engagement through various learning methods, including hands-on training for practical skill development, online courses for concept understanding, seminars for knowledge exchange, and special development projects for practical experience. In this regard, the provision of adequate support and resources is indispensable.

Monitoring employee progress is also a key aspect. Through regular evaluations, management can gauge the extent to which employees are achieving their development goals. This information can be used to strategize adjustments, identify areas that need improvement, or recognize those who have made significant achievements. By creating a work environment that supports growth, ensuring employee engagement, and systematically monitoring progress,

companies can ensure that their development programs are effective in improving employees' skills, knowledge, and contributions, while supporting the achievement of overall company goals. (Febrianti & Muslim, 2022; Humiati & Budiarti, 2020).

4. Evaluation and Monitoring

Conducting regular evaluations of the effectiveness of development programs is a critical step in ensuring that employee development efforts positively impact individual performance and achieve organizational goals. This evaluation is not only a tool to measure the end result, but also to deeply understand how the program contributes to the growth and development of employees and achieving organizational goals.

The periodic evaluation process may include the collection of relevant quantitative and qualitative data. Quantitative data can include objectively measured indicators of employee performance, productivity levels, skill enhancement, and goal achievement. Meanwhile, qualitative data can come from employee feedback, their experiences during the development program, and observable changes in attitude or behavior.

Continuous monitoring is essential to maintain the link between the development program and the changing needs of the organization. The dynamic business world often requires rapid adaptation, and development programs that can adapt to such changes are more likely to achieve long-term success. Therefore, continuous

monitoring should include evaluation of action plans, identification of potential improvements, and adjustment of training strategies to accommodate new developments.

In this context, collaboration between the human resource development team, management and the employees themselves is essential. Feedback from all parties can provide a holistic perspective on the effectiveness of the development program. This continuity of evaluation and constant monitoring allows the organization to remain responsive to change, maximize employee potential, and achieve its long-term goals.

5. Support and Motivation

Providing the necessary support to maintain employee motivation and participation in the development program is key to achieving sustainability. This involves sincerely recognizing their achievements, providing guidance to help them grow, and providing incentives or other rewards. These measures not only improve individual performance, but also create a positive work environment and encourage continued employee involvement in the organization's development efforts.

In addition to providing recognition and guidance, providing support to sustain employee motivation and participation in development programs also includes aspects such as open and transparent communication. It is important to explain the purpose and benefits of the development program, so that employees can see its added value for their career development. In addition, listening to employee input and feedback can help the organization to continuously improve and adjust the program to make it more effective and relevant. Thus, this holistic approach not only creates an environment that supports professional development, but also builds a positive bond between employees and the organization.(Meilia & Safrida, 2022; Muchtadin, 2022).

6. Career Development

Providing clear career development paths that support employees' professional growth is an important strategy in human resource management. By having a structured career path, companies can give their employees a clearer picture of the opportunities available in the future. This includes offering promotional opportunities to those who have demonstrated superior performance and commitment to their duties. With a well-defined career path in place, employees can plan their career steps, create motivation, and increase engagement at work.

In addition to promotions, the provision of special project assignments is also a key element in supporting career development. Special projects can provide valuable additional experience, expand employees' knowledge and skills, and open up new opportunities in their careers. They can also be a platform for identifying and developing special talents that may not have come to light before. As such, the assignment of special projects can be an

important step in creating a diverse, competent and future-ready workforce.

Mentorship is also an aspect that should not be overlooked in supporting employees' professional growth. Through mentorship, employees can gain insights and guidance directly from those with more experience. This process not only helps employees overcome obstacles in their careers, but also accelerates their learning through the sharing of knowledge and insights sourced from real-life experiences. With mentorship, employees can build a strong professional network, expand their understanding of the industry or organization, and achieve their career goals more effectively.

Overall, providing a clear career development path and supporting employees' professional growth is not only beneficial for the individual, but also provides great advantages for the company. It creates a dynamic and motivating work environment, increases employee retention, and ensures that the organization has a skilled, competent team ready to compete in a competitive job market.

7. Equality of Opportunity

The importance of ensuring equal access to development programs for all employees, regardless of background or position, is key to creating an inclusive and equitable work environment. Such equality affirms the principle that every individual, without exception, has the same right to develop their skills and abilities. By providing equal opportunities, organizations not only value diversity but

also increase productivity and innovation through diverse contributions from the entire team.

It is important to create policies and procedures that support this principle of equal access. This involves applying fair and transparent selection methods in determining who is eligible for development programs. By doing so, the organization can ensure that there is no discrimination or inequality in the selection process, so that every employee has an equal opportunity to join the program.

In the context of globalization and intense business competition, providing equal opportunities to access development programs is also a smart strategy in building superior human resources. Organizations that are able to identify and develop the maximum potential of all their members will have a competitive advantage. Thus, equal access is not only a moral principle, but also a smart investment for the long-term growth and sustainability of the organization.

Barriers to Academic and Non-Academic Staff Potential Development Strategies

The implementation of the Academic and Non-Academic Staff Potential Development Strategy in educational institutions is often faced with various obstacles that can affect its effectiveness. First, there are obstacles in the formulation of the strategy itself. The process of identifying employee potential and developing a development plan is often

complex and requires accurate data. Second, budget constraints are an important factor that can hinder the implementation of this strategy. Development programs require sufficient allocation of funds for training, workshops, and other supporting facilities.

Third, resistance or disapproval from employees towards development programs is also a serious obstacle. Some employees may feel uncomfortable with the changes or do not see the added value of the program. Fourth, a lack of understanding and support from the leadership of the educational institution can hinder the success of this strategy. Without high-level support, implementing a potential development program is difficult.

Fifth, lack of adequate infrastructure and technology can also be a barrier. Potential development programs often require the latest facilities and technology to support learning and skills development. Sixth, inconsistent or frequent changes in internal policies can make long-term planning difficult in implementing this strategy.

Seventh, there is a gap between the potential development needs of employees and the programs offered. Programs that do not match the actual needs of employees can reduce the effectiveness of this strategy. Eighth, the lack of regular evaluation and monitoring can make it difficult to measure the success of the potential development strategy. Without systematic assessment, it is difficult to know the extent to which the program has had a positive impact.

Ninth, differences in organizational culture and lack of integration between work units can hinder the collaboration required for the implementation of this strategy. Finally, uncertainties in the external environment, such as changes in government policies or changes in industry trends, can also affect the course of an employee potential development strategy. By identifying and addressing these barriers, educational institutions can improve the successful implementation of the Academic and Non-Academic Employee Potential Development Strategy.

CONCLUSION

Based on the explanation of the discussion above, it can be concluded that the Academic and Non-Academic Employee Potential Development Strategy is a systematic approach that aims to design, manage, and implement various human resource development programs in academic and non-academic environments. In its implementation at STEBIS Al-Ulum Terpadu Medan, several strategies are implemented, namely development needs mapping, development program planning, program implementation, evaluation and monitoring, support and motivation, career development, equal opportunities. The obstacles to the strategy of developing the potential of academic and non-academic employees are obstacles in the formulation of the strategy itself, budget limitations, resistance or disapproval from employees to development programs, lack of understanding and support from

institutional leaders, lack of adequate infrastructure and technology, inconsistent or frequent changes in internal policies, there is a gap between the potential development needs of employees and the programs offered, lack of regular evaluation and monitoring can make it difficult to measure the success of potential development strategies, differences in organizational culture and lack of integration between work units.

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