



## Strategic Management of Human Resources Development (HR) Lecturer at STAI Al Islahiyah Binjai City

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### ABSTRACT

This research aims to analyze the strategic management of human resource development for lecturers at STAI Al Islahiyah Binjai. A qualitative approach with analytical methods is this type of research, then data collection efforts are carried out using observation, interviews and documentation methods. The data was declared valid after being tested by data triangulation techniques, and analyzed through the process of data reduction, data display, and drawing conclusions. The results of this research conclude that in quantity the number of lecturers continues to increase (increases) every year. Meanwhile, the weakness is that there are still many lecturers who do not have doctoral qualifications and the number of professors is still small. In the learning aspect, integration-based learning has not yet been realized. Research productivity, publications and community service are also still low. Meanwhile, the challenge currently faced is the demand for the availability of professional and qualified lecturers.

**Keywords:** Lecturers; Management; Development Strategy; Human Resources.

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## INTRODUCTION

Globalization, which is characterized by a "world without borders", presents a competitive era between humans. Where, every individual and group has an equal opportunity to "bring change" in society (Balya, 2021; Busni, 2022). Therefore, the use of technology and community empowerment has become a hot issue that has continued to be discussed by researchers and academics in the past two years. Because technological progress, symbolized by the industrial revolution 4.0 era, and the expansion of the area of social communication, symbolized by the society 5.0 era, are signs of how the world of globalization must be harmonized with the world of education (Kahar, *et.al.*, 2021).

The world of education is the right to choose for the entire community, because through education each individual can change, develop and have a wider impact than before. This shows that education is every family's biggest investment in the future of their children (Tahar, *et.al.*, 2022). Not only this, the success and progress of a nation is also greatly influenced by the nation's readiness in creating educated, professional and competent human resources (HR) (Sasikirana, 2020). Thus, the quality of education in preparing the nation's generation will bring peace, prosperity and harmony to the nation.

In fact, education is broadly not only interpreted as strengthening nationalism, but is also directed at aspects of internationalization. In this way, Indonesian children are ready to become part of world citizens who participate in the progress of the global world (Sabri, 2019). In a practical context, higher education institutions have a central role in ensuring the readiness of prospective institutional graduates to navigate real life in the form of the world of work and involvement in the wider community. This requires an organizational work system that is effective and efficient in achieving organizational goals (Handayani & Muliastri, 2020).

In connection with organizational work systems or commonly known as management, it is believed that human resource management (HR) can help create a progressive and conducive atmosphere for the dynamics of scientific and technological progress (Ahmadi & Ibda, 2019). Higher education institutions or campuses need an institutional management strategy that can align institutional planning, vision, goals, implementation

and internal assessment with the needs of the world of work and global society. Because, the task of higher education administrators is to stimulate the development of the potential of prospective graduates, so that they are ready to contribute to society, who become users or users of college graduates (Rosmida, 2019).

In order to meet the needs of the wider community, higher education institutions must start developing human resources as managers of academic and administrative processes within a higher education institution. More importantly, the human resources in question are teaching staff or lecturers who deal directly with students. Efforts to achieve lecturer fulfillment in higher education are also part of a comprehensive and holistic institutional assessment (Darma, *et.al.*, 2020).

Based on preliminary studies, increasing lecturers both in quantity and quality is very important and will have an impact on the quality of a higher education institution. Problems relate to the quantity of lecturers at STAI Al Islahiyah Binjai, namely that the ratio between the number of lecturers and the number of students is still not ideal, scientific linearity, including the quality of lecturers in teaching, research and publications as well as community service. On the other hand, scientific idealism and academic culture as well as resources to support the academic activities of lecturers and students are also not well developed institutionally.

This is where careful planning is needed. This planning is a management function related to determining plans that will help achieve predetermined targets (Suti, *et.al.*, 2020). As an effort to achieve the vision, mission and goals of educational institutions in developing a culture of quality education, researchers are interested in conducting research on strategic management of lecturer human resource development at STAI Al Islahiyah Binjai.

He chose STAI Al Islahiyah Binjai as a research setting because it was considered to have its own uniqueness. Based on further preliminary observations carried out at STAI Al Islahiyah Binjai, there is data that supports research regarding the implementation of strategic plans in developing lecturer human resources, firstly there is a strategic plan document, there is a Quality Assurance Unit to carry out the task of monitoring the implementation of the Strategic Plan, the quality of the learning process and graduation to serve as input in the process of preparing, implementing and evaluating strategic plans.

Second, STAI Al Islahiyah Binjai is trusted by the Indonesian Ministry of Religion to organize the Bidikmisi program. Of the 37 PTKIS in Kopertis region IX, North Sumatra, only two universities have been designated, one of which is the School at STAI Al Islahiyah Binjai. The bidikmisi program is a government program to provide scholarship assistance to students who are not well off, but who excel until they graduate.

Third, the implementation of the Strategic Plan places greater emphasis on capacity building, which includes institutional development, human resource development (HR), development of facilities and infrastructure, exploring sources of funds and financing as well as improving governance (good governance). Fourth, at STAI Al Islahiyah Binjai received a "B" rating from BAN-PT Number: 647/SK/BAN-PT/Akred/S/VII/2021 July 14 2021. Fifth, there is a significant increase in the number of new students every year. From initially 321 in the 2011/2012 academic year, it increased significantly to 997 in 2021/2022. The total number of students until the 2015-2016 academic year reached 2,410 students and now for the 2022-2023 academic year it has reached 5,297 students.

Starting from the background above, as previously stated, the main problem focus in this research is "strategic management in lecturer development to achieve the vision and mission of STAI Al-Islahiyah". The management aspects studied are (1) planning, (2) implementation, and (3) monitoring and evaluation of HR development strategies at STAI Al-Islahiyah", the results of strategic management in developing STAI Al-Islahiyah lecturers.

## RESEARCH METHOD

This research uses a qualitative approach with descriptive study methods. This study discusses the strategic management of human resource development for lecturers at STAI Al-Islahiyah, Binjai City. The methods for collecting data use in-depth interviews, participant observation, and documentation studies (Sugiyono, 2018). Informants for this research included students, lecturers, high school leaders and the surrounding community. The data collected in this research varies depending on the focus of the problem, it is possible that the researcher will search for the type of data that suits the nature of the research being carried

out, including the category of qualitative research, so the data and information that has been collected, processed and presented inductively with descriptive and descriptive interpretation. analyzed further (Assingkily, 2021). The data analysis cycle as stated above explains that after the data is collected, the data is then presented and reduced, then concluded and/or verified. The data was declared valid after being tested for aspects of credibility, transferability, dependability, auditability and confirmability.

## RESULTS AND DISCUSSION

### Analysis of Strategic Planning for Lecturer Development

STAI Al-Islahiyah formed a team in the strategic planning process for lecturer development at STAI Al-Islahiyah. The strategic planning process is influenced by internal and external factors. These factors related to the condition of lecturers are the first step in developing management strategies for lecturer development at STAI Al-Islahiyah in the future. This is in line with Ramdhan & Siregar (2019) who state that before an organization prepares a strategic analysis it is best for the organization to conduct environmental observations to identify aspects of opportunities and threats externally as well as strengths and weaknesses internally.

An interview with the head of the foundation provided information as explained that:

*“In the development of Human Resources (lecturers) there have been programs implemented, but these programs are not completely designed by the foundation, there are also government programs that are followed. So it requires an analysis of the influence of the strategic environment that is related, both directly and indirectly, to the main tasks and functions, both internal and external”*. (Interview, March 13, 2023).

From this it can be seen that the planning carried out is still not good, not all programs have been designed independently, and there are several things that need to be conceptualized by the Foundation, such as details in planning Human Resources (lecturer) development programs. Then, environmental analysis is monitoring, evaluating and disseminating information from the external environment to key people within the institution, then stating the purpose of environmental analysis to identify strategic factors in terms of external elements and internal elements that will determine strategic analysis process (Arifin, 2017; Muzakir, 2013). The stages of formulating a strategy to improve the quality of lecturers at private universities related to STAI Al-Islahiyah start from determining the vision and mission, identifying opportunities and threats, determining weaknesses and strengths, preparing long-term plans, creating strategic alternatives and selecting strategies.

One of the processes in strategic management is strategic formulation, which is the development of long-term planning in order to manage environmental opportunities and threats based on the strengths and weaknesses of the organization (Dina, et.al., 2023). The purpose of strategic analysis is to create rational goals, where lecturers are required to always make changes towards improvement to maintain their existence as educators. so as to be able to create human resources that have the potential to meet the demands of the times (Benny, 2005).

### Analysis of the Implementation of Lecturer Development Strategies

In implementing the strategic development of lecturers at STAI Al-Islahiyah, several programs have been implemented. These are colloquium activities, involving lecturers in scientific activities, collaborating with various parties, providing opportunities for lecturers to continue their studies at a higher level, providing a campus library, and providing financial assistance in creating journals and books to improve the quality of educators.

In implementing the development of Human Resources (lecturers), the STAI Al-Islahiyah foundation has several programs that have been implemented. The development programs include colloquium activities, scientific activities (education and training, seminars, workshops), partnerships with various institutions, providing further study opportunities for lecturers, providing financial assistance for writing scientific articles, and providing a library.

Here we can see the positive efforts of the foundation to upgrade the quality of educators. The foundation's motivation to improve the performance and quality of lecturers is very good, but there must be support from all parties so that the strategic management of lecturer development that has been designed can run well.

The efforts above are in line with the opinion of [Usman, et.al. \(2022\)](#) that strategic management is an appropriate institutional management alternative. Where, management is intended as a form of empowering all resources in higher education institutions, especially human resources. Strengthening the human resource aspect of lecturers at the higher education level will deliver a quality learning process and have a real impact on students and society.

### ***Monitoring and Evaluation Analysis of Lecturer Development Strategies***

The Development Program at this stage has reached the program evaluation stage, whether a program is effective or not. The programs that have been created only follow needs and developments and some are incidental.

Chairman of STAI Al-Islahiyah Binjai also said:

*"In the current lecturer development program, we are only facilitating programs that we feel are capable of improving the quality of educators, but evaluations have not been carried out optimally"* (interview, 5 February 2023).

From the results of the interview, it can be concluded that the evaluation in this lecturer development program has not been carried out optimally for several reasons, the program has not been implemented properly, evaluation instruments and time constraints. Judging from the description of the lecturer development program at STAI Al-Islahiyah, it has been realized, but there are a few shortcomings, including planning that is not yet detailed and program evaluation that has not been implemented perfectly, but so far the quality of educators can be said to be quite good because it has gone through a process. good recruitment and selection.

Monitoring and evaluation is carried out by the chairman and implementation team of STAI Al-Islahiyah lecturer development. In this stage, the effectiveness and efficiency of the program that has been implemented can be seen. The results of program evaluations that are already running, Human Resources development programs are currently only facilitating programs that are felt to be able to improve the quality of educators. So it can be concluded that the evaluation in the STAI Al-Islahiyah lecturer development program has not been carried out for several reasons, the program has not been implemented properly, evaluation instruments and time constraints. Judging from the description of the development program at STAI Al-Islahiyah, it has been realized, but there are a few shortcomings, including planning that is not yet detailed and program evaluation that has not been carried out, but so far the quality of educators has been very good.

### **Management Analysis of STAI Al-Islahiyah Lecturer Development Strategy**

Management The lecturer development strategy at STAI Al-Islahiyah that has been carried out is quite good. Have followed the applicable rules, starting from planning, implementing, and evaluating the results that have been implemented. By looking at internal and external strengths, weaknesses, opportunities and threats, of course this strategy can continue to be improved to get more optimal results.

The application of the strategic management process in lecturer development strategies in the management of educational institutions is an appropriate alternative in facing the challenges and opportunities faced. Appropriate and targeted lecturer development strategies can influence productive lecturer profiles so that optimal performance in carrying out academic service tasks can be achieved ([Hanif, 2019](#)).

Several things that influence the strategic management of lecturer development at STAI Al-Islahiyah are internal and external factors related to the condition of lecturers. This is the first step in developing a strategy for lecturer development at STAI Al-Islahiyah. These factors are used as data in formulating strategies for STAI Al-Islahiyah lecturers.

The process of implementing strategic management can provide a focus on community education and form a flexible infrastructure that can provide a quick response to changes in community demands and can help education adapt to limited funds and time ([Khairani, et.al., 2021](#); [Primayana, 2015](#)). The transformation towards an integrated quality education process begins with adopting a shared dedication which is expected by educational institutions to develop a focus on educational quality so that it can help educational institutions adapt to changes in a positive and constructive way in process standards and teaching and educational staff.

## CONCLUSION

Based on the description above, it can be concluded that in quantity the number of lecturers continues to increase (increases) every year. Meanwhile, the weakness is that there are still many lecturers who do not have doctoral qualifications and the number of professors is still small. In the learning aspect, integration-based learning has not yet been realized. Research productivity, publications and community service are also still low. Meanwhile, the challenge currently faced is the demand for the availability of professional and qualified lecturers.

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