



Implementation of human resources management at the faculty of law, Indonesian Christian University, Tomohon

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Abstract

Study this explains the Implementation management source Power Human at the Faculty of Law, Indonesian Christian University, Tomohon. Research methods used in the study this is an approach descriptive qualitative. Data collection techniques were carried out through observation, interviews, and documentation. Data analysis techniques used are an analysis model Miles and Huberman, data reduction, data presentation, and withdrawal conclusion or verification. Research results show that Implementation management source Power Human at the Faculty of Law, Indonesian Christian University, Tomohon done through a number of stages starting from planning, recruitment, selection and placement, training and development, evaluation, and supervision.

Keywords: Management, management implementation, human resources

Introduction

The implementation of HRM is the main obligation in an organization and this is also applied to Education Providing Institutions, including universities. Specifically in higher education, teaching staff and educational staff must be managed professionally by prioritizing HRM principles as standards and guides to achieving the vision of the institution itself. To achieve strong HRM, superior human resources are also needed, not only intellectually but also in the ability to develop attitudes, morals, spirituality, professionalism and the ability to compete both locally, globally and internationally. To support the creation of superior human resources, education plays a very strategic role in efforts to make it happen.

The government in making legal products is of course accompanied by the hope that every person who is part of the legal product can experience development to produce superior human resources and create a reliable organization that is run in accordance with HRM principles. "PP no. 4 of 2022 concerning Amendments to PP No. 57 of 2021 concerning National Education Standards is the minimum management standard for each educational unit in all jurisdictions of the Unitary State of the Republic of Indonesia which includes 8 (eight) standards, namely: (i) graduate competency standards; (ii) content standards; (iii) process standards; (iv) educational assessment standards; (v) educational staff standards; (vi) facilities and infrastructure standards; (vii) management standards; and (viii) financing standards"^[1].

Data released by *World Population A review* shows that Indonesia's education ranking in 2021 is in 54th place, while Malaysia is in 38th place, Singapore is in 21st place, Australia is in 8th place out of 78 countries released. (Education Rankings by Country, 2023). The 2021 Human Development Index (HDI) data released by^[3] Indonesia is in 114th place out of 191 countries included in the report released by the UN organization which is engaged in the development of countries in the world.

The reality that we are currently facing, specifically in the education system in Indonesia, does not yet reflect the quality and success desired by all components of the nation. Education in Indonesia is not enough to produce human resources who are superior in terms of intellectuality, morality, spirituality, professionalism, and competitive ability. Education in Indonesia is still difficult to make significant progress, even on a global scale, the quality of Indonesian education is still far behind that of neighboring countries. The facts of the problems faced in our world of education, starting from cases of bribery for new student admissions, fake diplomas, sexual harassment by unscrupulous teaching staff, illegal levies and various other cases that occur specifically in universities, add to our belief that HRM is very necessary to implement it. people who are intellectual, moral, spiritual, professional and able to compete.

Any organization definitely needs superior human resources who can apply HRM, including educational institutions. Higher education as an institution providing advanced higher education from secondary education to formal education as well as the highest educational institution in the education system in all countries in the world^[4]. In their role as educational institutions, universities have the responsibility to help students understand themselves better, determine their role in social life and become better human beings than before.

Universities as higher education institutions that continue secondary education have a big responsibility in transforming knowledge to students, so that to achieve these ideals, every university tries to implement human resource management in its management.

Tomohon Indonesian Christian University (UKIT) as a higher education institution which was founded on February 20 1965 continues to make various efforts to improve the quality of higher education governance but also in producing graduates who are able to compete globally. However, along the way, UKIT experienced internal conflict. This conflict started when the Synod Working

Body (BPS) as the owner of the Indonesian Christian University in Tomohon in 2005 did not agree with the rector who had been appointed by the Christian Higher Education Foundation Management Board, because according to BPS the election was not a fair election^[5]. This is what triggers the conflict to become prolonged, thus destroying the governance of higher education that has been built from the start.

In 2015 UKIT began to rise and try to reorganize the management of higher education even though there were still internal conflicts. All institutions at UKIT are improving again starting from the university level to the faculty and study program level and along the way several study programs have been accredited by the National Accreditation Board as an institution that has the authority to measure the quality of higher education institutions in Indonesia.

One of the higher education institutions that is trying to implement human resource management after the internal conflict is the Faculty of Law, Indonesian Christian University Tomohon (FH UKIT). This faculty is one of eight faculties in UKIT GMIM Foundation Dominee Albertus Zakarias Runturambi Wenas (Ds. AZR Wenas). FH UKIT is the only Law Faculty in Tomohon City which has been established since 1981. FH UKIT has produced thousands of graduates who have spread across the islands of Sulawesi, Maluku, Papua and other areas in Indonesia and even overseas with various jobs. pursued by alumni. For this reason, the author is very interested in researching "Implementation of Human Resources Management at the Faculty of Law, Indonesian Christian University, Tomohon".

Based on the background of the problem described previously, the formulation of this research problem is as follows How to Implement Human Resources Management at the Faculty of Law, Indonesian Christian University, Tomohon

Method

The research approach used is a qualitative descriptive approach because qualitative descriptive emphasizes or directs researchers to the meaning and sharpness of logical analysis by avoiding the use of statistics. Data was obtained from interviews with Deputy Deans, Lecturers and educational staff. To obtain more objective data, this research process requires appropriate and relevant data collection techniques. The data collection techniques used in this research are interviews, observation and documentation.

Data collection technique

The data collection method used is triangulation, which combines three techniques at once, namely participant observation, in-depth interviews and documentation studies. Researchers use different data collection techniques to obtain information from the same source. Participant observation, in-depth interviews, and documentation studies will be applied simultaneously to all data sources^[6].

Data analysis technique

In this research, the data analysis process will be carried out interactively and continuously until the data reaches saturation. Data analysis activities follow the flow model proposed by Miles and Huberman^[6], namely *data reduction, data display and conclusion drawing/verification*.

Data Validity Testing

In conducting examinations and verifying the validity of the data, researchers apply examination techniques that are in accordance with those described by Sugiyono (2011^[6], hlm. 367–378) namely: 1) Degree of Trust (*Credibility*) including expanding observations, increasing persistence in research, triangulation, discussions with colleagues, contrastive case analysis, use of references relevant, and verification by participants. 2) Distractability (*Transferability*) involves a detailed, clear and systematic description of field findings into a predetermined format, so that they can be applied or transferred to other contexts. 3) Dependency (*Dependability*) involves auditing all research activities to ensure the sustainability and reliability of research results. 4) Confirmability *involves* testing research results to ensure a strong relationship between the findings and the process that has been carried out, thereby minimizing bias or subjective *judgment*.

Results and Discussion

Implementation of human resource management

1. Employee or Human Resources Planning

UKIT Faculty of Law human resource planning is carried out by analyzing human resource needs for both teaching staff or lecturers and educational staff with the following qualifications: (1). physically and spiritually healthy, (2). Do not abuse narcotics, (3). Minimum education level of Master's degree for teaching staff (lecturers), (4). Minimum education level is S1 for education staff, (5). Have qualifications according to the required courses.

Planning is a process for identifying the goals of an organization, drawing up plans for a series of work activities that will be carried out by an organization^[7]. Human resource planning can also be interpreted as a process for determining workforce based on forecasting, developing, implementing and controlling human resource needs which are integrated with an institution's plans in order to produce a good number of human resources and assignments so that they are profitable from an economic perspective^[8].

In accordance with the qualifications set by the Faculty of Law, the human resources expected to enter this institution are human resources who are physically and spiritually healthy. This is intended so that in carrying out every task and work they always prioritize rationality but are also based on ethical norms. and morals so that it can produce people who have knowledge but also ethics and morals which will certainly have an impact on public interest in joining and will also have an impact on economic improvement.

Human resource planning at this law faculty has the aim of (1). Ensure that human resources have quality and quantity to fill all positions in this institution, (2). To provide certainty about the availability of human resources now and in the future so that it will have an impact on the completion of the expected work, (3). Providing facilities for coordination, integration and synchronization so that it leads to increased productivity of human resources, (4). To avoid excesses and shortages in the quantity of human resources, (5). Becomes the basis for determining every decision related to human resources.

Law faculties at UKIT must prepare human resource management strategies carefully as this can help them remain competitive. The main goal of every organization or foundation operating in the field of education today is to

gain a competitive advantage in the face of intense competition in this field. It's important to remember that any competitive advantage an institution has is only temporary because other institutions are likely using the same tactics to try to gain the same advantage. Designing methods that can provide a sustainable competitive advantage is a problem in human resource management. As a result, planning must overcome difficulties in facing changes in a competitive environment, not only in terms of planning but in marketing processes, budgets and so on.

Human resource planning must be flexible in order to take into account changes that occur. The final difficulty in corporate strategy and HR planning is how to make all these plans work in accordance with the dynamics of the times. Planning that is not adaptable, flexible and responsive to market developments will only result in a collection of plans that are difficult to implement^[9].

2. Recruitment, selection and placement of employees or human resources

Finding and examining human resources who can meet the organization's needs for human resources is the recruitment process. Because it is the first step in bringing in human resources, recruitment is very important. Human resources are collected during the recruitment process, after which the selection process is carried out. Finding out details about applicants and deciding whether they are suitable to be hired as employees in a company or not is the selection process. The organization receives human resources from the selection process who meet the requirements to fill certain positions. Placement is the next step in human resource management. Placement is the process of assigning suitable individuals to certain positions and making them carry out tasks in accordance with the established job description. Placement is a step in allocating jobs to individuals who have passed the selection process, taking into account their interests, talents, education and performance in accordance with the needs of the organization^[10].

Recruitment is a series of actions to search for and attract prospective workers who have the motivation, skills, expertise and knowledge necessary to overcome gaps that have been identified in human resource planning^[11]. In this process, the law faculty uses a centralized technique where all teaching and educational staff apply at the faculty level and a selection process is carried out and then recommended to the university leadership for verification and a decision is issued. Meanwhile, sources are external and internal sources. For internals, they are alumni from the law faculty and for externals, they can apply for jobs to universities, in this case law faculties.

This recruitment uses a centralized technique because the parents of the law faculty are the Indonesian Christian University Tomohon and the Evangelical Christian Church Foundation in Minahasa Dominee Albertus Zakarias Runturambi Wenas. By carrying out this process, human resource recruitment activities can be carried out efficiently because they can be done jointly and the costs are cheaper if done independently. This process is in line with what was stated Syafri & Alwi (2014^[12], hlm. 48) that in general large institutions use centralized recruitment because it can provide specific benefits from a budget perspective.

Bernardin and Russell said, there are two sources in the recruitment process, namely internal and external. The internal recruitment process is to look for applicants from

human resources that already exist within the institution. The advantages of this internal recruitment process are (1). Costs are much cheaper than external ones, (2) the institution already has sufficient information regarding the skills and abilities of human resources, (3). Internal information provided by the institution will encourage enthusiasm, commitment, and job satisfaction among workers within. The external recruitment process is a process to attract new human resources from outside the institution. The advantage of this process is that new ideas will be obtained in decision-making, while the weakness is that it can have a negative impact on work morale and morale and result in higher cost increases when compared to internal processes^[12].

The next stage is selection, according to Schuler and Jackson, this is the stage to obtain and utilize any information about job applicants to determine who will be designated as human resources to fill vacant positions in the long and short term^[13].

To carry out law faculty selection, do the following things (1). Needs analysis, (2). Announcement, (3). Selection, (4). Announcement accepted/not accepted, (5). Recommendations to University Leadership. Then the selection can take the form of administrative selection, written tests and interviews.

Several steps in the human resource selection process need to be undertaken, because the employee selection stage is a key factor in human resource management. This is due to the fact that employee selection determines the acceptance of individuals who have the qualifications and skills required by the available position or job, while rejecting applicants who do not meet the criteria. Procurement of employees through an appropriate selection process will improve organizational performance and also strengthen the organization's competitive position. Therefore, serious emphasis on the applicant selection process is necessary^[12].

After completing the human resources selection process, the next step is to appoint those who pass the selection and accept them as employees. Placement is the act of allocating tasks and work to employees who have just been hired. According to Siswanto, the placement of new human resources is the stage where prospective workers who have passed the selection are given tasks in accordance with the work area that has been determined, and they have the responsibility to manage risks and all possibilities that may occur in carrying out their duties and work. together with appropriate powers and obligations^[13].

The considerations used by the UKIT law faculty in placing human resources are (1). Skills and abilities, (2). suitability of educational background, (3). Dedication and loyalty, (4). Laws, government regulations and foundations.

For new human resources, placements will be adjusted to the specified job vacancies. For this reason, educational background, skills and abilities as well as government regulations are part of the considerations made. For existing employees, educational background, dedication and loyalty as well as government and foundation regulations are taken into consideration in the placement process.

Mangkunegara explained, that placement decisions are made by the highest leaders in an institution and the role of the human resources sector is to provide opinions to the leadership regarding institutional policies and prepare assistance to human resources^[8].

For old human resources, the placement process can take the form of promotion or appointment to a new position. Promotion is a process of raising a position to another position which is of course followed by greater responsibility, a large salary, and of course an increase in the level of a larger organizational structure. Of course, implementing effective promotions aims to overcome several human resource management challenges faced, such as filling positions, developing employees, increasing job satisfaction, and increasing work motivation. In general, this is done based on decisions on how the promotion process is carried out, whether based on *merit promotion* or based on seniority (*seniority-based promotion*) or a combination of these two things ^[8].

3. Employee Training and Development or Human Resources

The types of training and development carried out for new human resources at the UKIT law faculty are (1). Work meetings (raker) and mentoring, (2). *In-house training* on teaching materials and curriculum, higher education governance and management as well as lecturer career development, (3). Limited seminars. For old human resources, the type of training and development of human resources provided is (1). *in-house training*, (2). Seminars inside and outside the faculty, (3). Leadership and employee meetings and semester opening activities.

The aim of implementing training and development of human resources is to correct any deficiencies in human resources who are carrying out work activities caused by an inability to carry out work, update the skills of human resources to follow technological development trends, and encourage human resources. The new ones become more competent in their work, help in solving every operational problem, fulfill every personal development need, prepare human resources for promotion and at the same time as an effort to develop human resources to become more productive ^[14].

In principle, training and development for new and existing human resources have the same thing as providing instruction in increasing knowledge, skills and changing attitudes so that organizational goals can be achieved effectively and efficiently. However, the main difference lies in the degree to which program material is emphasized. Based on the assumption that in an organizational environment, employees must have three types of abilities, namely technical skills, the ability to interact with colleagues, and understanding of theories/concepts. Thus, this is in accordance with the theory Katz (1974) which states that there are three main abilities that a manager must have, namely technical abilities, managerial abilities and conceptual abilities.

Training and development programs provide significant benefits for employees who need to improve their skills and knowledge. With the rapid growth in this era, formal education alone is not sufficient to meet job requirements and positions in companies, so training and development becomes very important ^[16].

In order for the implementation of training and human resource development programs to run efficiently and effectively, the following steps must be followed: (1). Analysis of training needs (*need assessment*), which aims to collect data that allows determining whether a training program is needed or not. (2) Designing a training program

(*development*), intended to plan an appropriate training environment and methods to achieve training objectives. (3) Evaluation of training programs (*evaluation*), which aims to test and assess whether the programs that have been implemented effectively meet the stated objectives ^[17].

Alwi emphasized that when an organization plans a training and human resource development program, there are several aspects that must be considered so that the program can provide real benefits for employees and the organization. Some of these considerations include (1) Rapid changes in technology and computerization. Organizations must be able to adapt to environmental changes, including rapid technological developments. In this context, technological proficiency and computerization become very important. The ability to use technology and computerization will increase efficiency in job design and work flow. (2) Job evolution and the emergence of new tasks. Drastic changes in organizational environments and changing customer needs often result in major changes in the type of work required. These changes can be caused by shifts in organizational orientation, the impact of research and development of new technology, as well as other factors that require more flexible education and training policies to overcome the problems of low productivity and high levels of employee turnover ^[12].

4. Evaluation and Assessment of Human Resources or Employee Performance

Employee performance evaluation, also known as performance appraisal, is an integral component in human resource management. Performance evaluation is often used as a basis for setting compensation, improving work management, providing feedback, recording, making decisions regarding employees such as promotions, transfers, dismissals and resignations, analyzing training needs, developing employees, as well as for research and evaluation purposes ^[12].

Evaluation activities and performance assessments of human resources in law faculties are carried out through (1). Evaluation is carried out in the classroom and outside the classroom, (2). Evaluation at the end of the semester. Meanwhile, the indicators used in the evaluation process are (1). Lecturer presence in class, (2). The presence of educational staff in the office, (3). Attendance at meetings, (4). Attendance at seminars/training, (5). Completion of entrusted tasks, (5). Responsibility.

Staff assess that evaluation and performance assessment activities at the law faculty have been carried out objectively both in class and outside of class and at the end of each semester.

Performance appraisal refers to the systematic evaluation of an individual's work in the context of his position and potential for improvement. Achievement assessment, on the other hand, is the result of work performance that has been achieved by an individual in accordance with their duties during a certain period of time. Performance measurement is the process of assessing the operational activities of a company, including organizational actions and activities carried out during a certain period taking into account the objectives that have been set. Performance appraisal is the recording or process of measuring the achievements obtained by a worker ^[18].

5. Supervision of Human Resources or Employee Performance

In carrying out supervision or control over performance carried out by human resources at the UKIT law faculty, it is carried out by means of (1). List of class and activity attendance, (2). Leadership meeting, (3). Meeting of lecturers and educational staff. Meanwhile, supervision is carried out routinely at the end of each semester. In the assessment of human resources at the law faculty, it was stated that performance monitoring had been carried out fairly and supervision was carried out routinely at the end of each semester and all human resources were obliged to comply with every provision without exception.

Supervision, also known as performance control, is a management process that involves monitoring and evaluating the implementation of tasks, processes, or activities to ensure that they comply with established standards. The purpose of performance monitoring is to ensure that organizational goals are achieved, resources are utilized efficiently, and corrective action is taken if non-compliance with predetermined standards or targets is found [19].

Monitoring the performance of human resources (HR) is an essential step for every organization, because it provides several benefits, such as: a) Providing management with accurate information regarding the actual situation of the organization. b) Enables the identification of factors that support the implementation of plans with efficiency and effectiveness. c) Provide an understanding of various factors that can hinder the implementation of various operational activities. d) Enables appropriate steps to be taken to reward good performance. e) Assist in identifying preventive actions that can be taken to prevent deviations from established standards [20].

Conclusion

Implementation of Human Resources Management at the Faculty of Law, Indonesian Christian University, Tomohon. The initial process carried out in implementing human resource management at the UKIT Faculty of Law is planning. Human resource planning is carried out every year by analyzing the needs for teaching staff or lecturers and educational staff with qualifications (1). Physically and spiritually healthy, (2). Do not abuse narcotics, (3). Minimum education level of Master's degree for teaching staff (lecturers), (4). Minimum education level is S1 for education staff, (5). Have qualifications according to the required courses. So we can conclude that the human resources at the UKIT Faculty of Law are in accordance with the previously planned qualifications.

Planning becomes a reference in analyzing human resource needs at the law faculty and then recruitment, selection and placement are carried out. Recruitment carried out by the UKIT law faculty uses centralized techniques in the sense that recruitment is carried out by the law faculty and recommended to the University leadership for a decision to be issued. Meanwhile, the source of obtaining human resources is open to internal (alumni) and external parties who adapt to the qualifications required by the institution, then a two-stage selection is carried out, namely selection at the faculty level and then selection at the university level. After implementing the recruitment, selection and placement process, the next activities carried out are providing training and developing human resources with

materials and types of training in the form of in-house training on teaching materials and curriculum as well as lecturer career development for teaching staff or lecturers, while for educational staff it is in house training on higher education governance and management carried out within the faculty, university and outside the institution.

After the training and development process, an evaluation or assessment of human resource performance is carried out. Evaluation or assessment of human resource performance is carried out objectively in the classroom and outside the classroom and at the end of the semester involving faculty leaders. Implementation of performance evaluations and assessments is based on supervision of human resource performance which is carried out fairly and routinely and applies to all teaching staff and educational staff within the law faculty.

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