

ROADMAP FOR HUMAN RESOURCES DEVELOPMENT AT XYZ UNIVERSITY

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ABSTRACT

Background: Human resources constitute a pivotal asset for organizations in achieving their strategic objectives. The presence of high-quality human resources offers a competitive advantage in navigating the complexities of the current era of disruption.

Purpose: This research seeks to establish a human resource development roadmap for XYZ University.

Design/Methodology/approach: Data collection was undertaken through interviews with subject matter experts familiar with the organizational dynamics at XYZ University. The collected data were subjected to analysis using descriptive and interactive model methodologies. The proposed human resource development roadmap for XYZ University is delineated into two temporal phases: short-term (2024) encompassing nine strategies and long-term (2025–2026) comprising five strategies.

Finding/Result: This roadmap is structured around three primary categorical approaches: motivation, leadership, and organizational structure. Within these categories, a series of human resource development strategies were articulated to address both short-term and long-term organizational requirements.

Conclusion: The short-term strategies primarily focus on the assessment and enhancement of employee motivation, while the long-term strategies are directed towards the refinement of organizational systems and leadership approaches in accordance with evolving needs.

Keywords: human resources, strategic objectives, interactive model, development roadmap, university

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INTRODUCTION

Human resources are one of the assets of the organization to achieve organizational goals. The effectiveness of the organization and the achievement of the vision and mission are influenced by the human resources in the organization. Qualified human resources are the organization's competitive advantage in competing in the era of disruption. The quality of human resources is influenced by many factors including recruitment and selection, training and development, employee welfare, organizational culture, leadership style and performance management (Tjutju, 2008). The quality of human resources can be influenced by human resource development.

According to Uddin et al. (2016) human resource development is basically defined as the consistency of three elements namely competence, commitment and culture. Human resource development is considered an organizational framework that aims to improve and develop personnel with a specific approach (Rohit, 2017). Human resource quality development can be done by managing performance management. Performance management is a necessity for organizations to achieve a goal. The main activities of the performance management process are performance planning and development, defining job roles, managing and analyzing and measuring performance. In addition, performance management is related to how the organization evaluates, develops, rewards and punishes the organization (Fauzi, 2022).

Universities are knowledge-based organizations and their achievements are influenced by teaching staff as organizational resources. The expertise, competence and excellence of the teaching staff are important factors in the success and achievement of university goals. In the implementation of the tridharma of higher education, quality human resources can encourage the implementation of professional teaching, research and community service that is right on target (Priyadarshini et al. 2016). Human resource development in universities aims to improve organizational performance to create competitive competitiveness.

Human resource development and performance management are two interrelated aspects in optimizing the potential performance of human resources to achieve organizational goals. Human resource development

includes various initiatives such as training, skill enhancement, and leadership development. The integration between human resource development and performance management can promote sustainable organizational growth and create a conducive growth environment. XYZ University is one of the universities in Indonesia currently undergoing an institutional status change. This status change requires a different approach to work systems, coordination patterns, performance evaluation, and leadership styles in providing direction and motivation. Therefore, it is crucial to identify the critical aspects that will enable XYZ University to adapt to this status change and successfully fulfill its role as a higher education institution. This study aims to formulate a human resource development roadmap at XYZ University by enhancing commitment and motivation, developing leadership, and restructuring the organization.

METHODS

The research was conducted at XYZ University from September to December 2023. The types of data used in this research are primary data and secondary data. Primary data is obtained by conducting interviews directly with experts. This interview was conducted to obtain data and information to be able to develop alternative strategies for improving the performance of XYZ University's human resources. Meanwhile, secondary data were obtained from the Regulations of the Ministry of Education, Culture, Research and Technology, Decree of the Regulations of the Ministry of Education, Culture, Research and Technology, Ministry of Education and Culture Strategy Plan 2020 - 2024, Decree of the Rector of XYZ University, XYZ University Strategy Plan 2020–2024, Regulations of the Rector of XYZ University, XYZ University Performance Evaluation 2017–2021 and achievement of XYZ University Key Performance Indicators 2022.

The sampling technique in this study used a non-probability sampling method with purposive sampling technique, namely sampling by selecting subjects based on specific criteria determined by the researcher. Sampling based on purpose (purposive sampling) must be adjusted to the research objectives (Sukmadinata, 2011). Expert assessment (key person) is an appropriate measure to determine the situation and conditions related to human resources at XYZ University.

The data in this study were then tested for validity and reliability using triangulation techniques (Rohidi, 2011). This research uses a source triangulation technique with the approach of combining information from several different sources or methods. This approach is designed to reduce the potential bias or weakness of a single source or method. By using several sources or methods, researchers can verify or re-test their findings, thus increasing the level of confidence in the validity of the data. Several sources obtained were then described, categorized, and analyzed to produce a conclusion.

The research data was processed using an interactive model approach that is often associated with qualitative data analysis. This model was developed by Miles and Huberman (2014). This model focuses on the systematic collection, analysis and interpretation of qualitative data. This interactive model provides flexibility for qualitative research to continue to interact with data and dig deeper into the meaning of the information collected. This is in accordance with the dynamic nature and complexity of qualitative data. Here are the general steps in this interactive model:

Data Collection: collect qualitative data from various sources, such as interviews, observations, or document analysis. This data can be in the form of text, sounds, or images.

1. Data Reduction: The qualitative data that has been collected is then reduced by selecting, organizing, and simplifying the data. This data reduction may involve coding units of data, grouping themes, or constructing thematic matrices.
2. Data Display: The reduced data is displayed in the form of matrices, graphs, or diagrams. These data displays help researchers to identify patterns or trends emerging from the data.
3. Data Categorization: The data was then categorized into significant themes or categories. This helps in understanding and summarizing the information in a more structured manner.
4. Matrices and Interactive Diagrams: Researchers use matrices and interactive diagrams to visualize and categorize information. Thematic matrices are used to see relationships between themes or categories, while interactive diagrams help explore and understand patterns in the data.
5. Advanced Data Analysis: Data that has been categorized and organized in interactive matrices and diagrams is then further analyzed. The researcher looks for relationships, patterns, or anomalies that can provide deep insights.

6. Conclusions: Conclusions were drawn based on the results of data analysis. The researcher makes interpretations and gives meaning to the qualitative findings.

7. Reflection and Iteration: The data analysis process ends with reflection on the findings, methodology, and analysis process. If necessary, the researcher can iterate or revise the steps of analysis that have been carried out.

RESULTS

Results of Data Reduction

The first interview conducted on October 16, 2023 with an expert was the Head of the Compilation Team for the Financial Management Pattern of the Public Service Agency and the Preparation of the Business Management Agency of XYZ University in 2023. The results of the interview found that a significant change that occurred related to BLU status for XYZ University was performance measurement. The current performance measurement system is no longer relevant to use, so there will be changes to the performance measurement system and this will also affect how human resources at XYZ University perform. In addition, the performance measurement system will impact the reward and punishment system that will be received by human resources at XYZ University. Furthermore, with the change in the status of XYZ University to BLU, there are several things that are of important concern, namely human resource career planning and increasing human resource competencies. This encourages the preparation of a roadmap for human resource development at XYZ University to become an organizational urgency.

The second interview was conducted on October 17, 2023 with the expert being the Head of the PDDIKTI Team and IKU of XYZ University. The results of the interview found that currently the measurement of organizational performance is carried out by calculating the achievement of Key Work Indicators (IKU). One of the indicators of this performance measurement is the performance of human resources which is assessed based on the achievement of the implementation of the tridharma of higher education. The achievement of organizational performance is strongly influenced by the involvement of all levels, namely the elements of leadership to staff, the difficulty that occurs at this

time is the common perception of organizational goals and vision at all levels. This common perception of organizational goals is one of the abilities of a leader in communicating the direction of the desired achievements of the organization.

The third interview was conducted on October 20, 2023 with the expert being the Head of the Academic Affairs Team at XYZ University. The results of the interview found that performance monitoring and evaluation at XYZ University is carried out regularly every semester (six months). In addition, the process of developing human resources at XYZ University is still not in accordance with the needs of position placement so that this affects the achievement of individual performance which then affects the achievement of organizational performance. The reward and punishment system as an output of XYZ University's human resource performance has also not been carried out optimally, so that control over performance is still not maximized. The fourth interview was conducted on October 23, 2023 with the expert being the Vice Chancellor for Academic Affairs of XYZ University. The results of the interview found that quality human resources affect the achievement of the XYZ University Key Performance Indicators. The obstacles in achieving the Key Performance Indicators of XYZ University are synergy at the leadership level and equal perception at all levels about organizational goals. The next obstacle is the absence of a joint commitment in the effort to achieve the Key Performance Indicators and the absence of a priority scale in solving problems according to urgency. In addition, there is no evaluation for programs to achieve organizational goals and a lack of monitoring in program implementation. The interview results also show that the identification of human resource development needs at XYZ University is still not done optimally, so that the development carried out is not on target.

The fifth interview was conducted on October 26, 2023 with the expert being the Head of the General and Financial Bureau of XYZ University. The results of this interview found that the number of human resources at XYZ University needs to be reviewed, both in terms of numbers, needs and competencies. This review can be done by checking the workload analysis document. The sixth interview was conducted on October 31, 2023 with the expert being the Rector of XYZ University.

The results of the interview found that leaders must provide examples to their members through their work ethic and the work produced. In addition, a leader must have a positive mindset about change. Currently, the obstacle felt by XYZ University related to changing the University's status as a BLU is building a network of cooperation with stakeholders and investors. On the other hand, the opportunity that XYZ University has in building a network of cooperation is to take on the role of consultant for government agencies in the surrounding environment. The weakness in building this cooperation network is that human resources at XYZ University have not been specifically mapped for their competencies. In addition, the implementation of the tridharma of higher education at XYZ University has not been focused in accordance with the advantages of XYZ University.

Data Matrix and Advanced Data Analysis

The results of data reduction are then categorized according to research needs. In this study, there are three categories for human resource development at XYZ University, including motivational, leadership and organizational categories. The motivation category is related to the encouragement needed by human resources at XYZ University to continue to develop and grow in supporting the achievement of organizational goals (Abdullah et al. 2023). The leadership category is related to how the role of leaders at XYZ University encourages the achievement of organizational goals (Naim, 2023). Finally, the organizational category is related to the improvement, review and preparation of performance systems to support the development of human resources at XYZ University. Alternative human resource development strategies by category in Table 1.

Human Resources Development Roadmap

Based on the alternative strategy data, a roadmap for human resource development with an implementation period of the next three years (2024–2026) was prepared. The program implementation is divided into two time periods, namely the short term (the next one year) and the long term (the next two to three years). Table 2 is a description of the roadmap for human resource development at XYZ University.

Table 1. Alternative human resource development strategies by category

Data Categorization	Data Analysis (Alternative Strategy)
Motivation	<p>Develop a motivation program to help employees adapt to changes in the performance measurement system and reward & punishment system.</p> <p>Design a more optimized and transparent reward system, providing incentives in accordance with performance achievements.</p>
Leadership	<p>Organize leadership training that focuses on communication skills, particularly the shared perception of organizational goals and vision, to ensure effective leadership.</p> <p>Encourage leaders to set an example through work ethic and create a positive organizational culture.</p> <p>Improve the understanding of all levels regarding organizational goals.</p> <p>Encourage open communication and regular dialog between leaders and staff.</p>
Organization	<p>Review the number, needs, and competencies of human resources.</p> <p>Conduct a workload analysis for each position and job title.</p> <p>Establish a systematic monitoring and evaluation program to control the achievement of organizational goals.</p> <p>Mapping the specific competencies of human resources at XYZ University.</p> <p>Designing an excellence-based development program in improving the implementation of the Tri Dharma of Higher Education in accordance with the excellence of XYZ University.</p> <p>Conducted training to increase awareness and engagement of human resources related to the change in status of XYZ University as a PTN BLU.</p> <p>Develop a performance measurement guide that is more detailed and easy to understand.</p> <p>Conducted a position placement audit and developed a human resource development plan at XYZ University as a follow-up.</p>

Table 2. XYZ University human resources development roadmap

Planning	Human Resource Development Strategy
Short term (1 year)	<p>Develop a motivation program to help employees adapt to changes in the performance measurement system and reward & punishment system.</p> <p>Design a more optimized and transparent reward system, providing incentives in accordance with performance achievements.</p> <p>Organize leadership training that focuses on communication skills, particularly the shared perception of organizational goals and vision, to ensure effective leadership.</p> <p>Encourage leaders to set an example through work ethic and create a positive organizational culture.</p> <p>Improve the understanding of all levels regarding organizational goals.</p> <p>Encourage open communication and regular dialog between leaders and staff.</p> <p>Review the number, needs, and competencies of human resources.</p> <p>Conduct a workload analysis for each position and job title.</p> <p>Conducted training to increase awareness and engagement of human resources related to the change in status of XYZ University as a PTN BLU.</p>
Long term (more than 2 - 3 years)	<p>Establish a systematic monitoring and evaluation program to control the achievement of organizational goals.</p> <p>Mapping the specific competencies of human resources at XYZ University.</p> <p>Designing an excellence-based development program in improving the implementation of the Tri Dharma of Higher Education in accordance with the excellence of XYZ University.</p> <p>Develop a performance measurement guide that is more detailed and easy to understand.</p> <p>Conducted a position placement audit and developed a human resource development plan at XYZ University as a follow-up.</p>

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The human resource development roadmap at XYZ University is divided into two timeframes, short-term with a duration of achievement in the next one year and do not long with a duration of achievement in the next two to three years. This roadmap contains strategies that have been compiled based on three categories of approaches, namely motivation, leadership and organization. These approaches were determined based on the coding of the interviews conducted in the primary data collection. This human resource development roadmap has managerial implications for XYZ University.

Recommendations

Based on the findings and data analysis, XYZ University should prioritize a comprehensive approach to human resource development that aligns with its transition to BLU status. In the short term, it is critical to focus on enhancing motivation through transparent reward systems and leadership training to foster a shared understanding of organizational goals. In the long term, systematic monitoring, excellence-based training programs, and detailed performance measurement guidelines should be implemented to sustain and improve organizational performance.

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