



A Research in Muhammadiyah University of Enrekang: The Human Resources Management and Human Capital in Educational Institution

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Abstract

This research discussed about the teaching of languages to speak Indonesian well and correctly through speaking aspects and language elements in various contexts. This research focused the researcher was intrigued to carry out an experiment on the learning-teaching strategy of pragmatics and to know the students' achievement level in Indonesian who were taught by using pragmatics and those who were taught without using pragmatics, particularly the first semester students of Muhammadiyah University of Enrekang. The research was an experimental research whose samples consisted of 55 students taken by using random sampling out of the population whose number was 578 students. The scientific fact found in this research showed that the learning-teaching strategy of pragmatics is one of the approaches that can be taken into consideration to be developed and socialized to Muhammadiyah University of Enrekang lectures. The results of the research showed that there is a difference in the students' learning achievement in Indonesian between those who were taught by using pragmatics and those who were taught without using pragmatics. The data for the students' learning achievement in Indonesian were collected by using the instrument in the form of a test carried out before and after the treatment. Those data were analyzed by using descriptive and inferential statistic analysis. Most of the functions used of the originality of this study of the learning-teaching processes of Indonesian in general and the students' learning achievement in Indonesian in particular can be maintained and promoted in the effort of making the students fluent and familiar with the use of Enrekang daily.

Keywords: Human Resources; Human Capital; Students; Lectures; teaching

Introduction

Each educational institution plays a role as a

strategic vehicle in preparing quality Human Resources (HR) for national development. Likewise,

educational institutions in Indonesia have participated in carrying out various educational activities on the national education stage. As a sub-national education system, human resources have the quality of faith, piety, science and technology to maintain and develop the nation's existence. Therefore, the role of educational institutions needs to be enhanced through the mastery of educational knowledge and managerial abilities in order to achieve the effectiveness of educational institutions.

However, various resources owned by educational institutions must be mobilized and utilized to deal with external changes that are influenced by economic, political, social and cultural dynamics. The leadership of higher education institutions must design a competitive and innovative educational format for future needs. Only the readiness of effective education management, higher institutions can respond to changes so that they will not experience stagnation (congestion) and lag behind in the dynamics of rapid change.

Educational experts, managers and practitioners need to pay close attention to the strategic environment of education in Indonesia. This strategic environment presents various challenges for changes in the macro and micro environment, placing the role of management to be very

determinant (Determining) for the future of an organization. Whatever the type of activity, function and purpose of the organization. Johanson, et al. Emphasized that organizations working in a changing environment need to prepare themselves to accept the consequences of all political, economic, social, ethical and moral dynamics in an atmosphere of freedom on organizations that are social institutions

However, in every group in an organization where there is interaction between one another, of course, has a tendency to develop conflicts. In educational institutions, group interactions occur, both between staff and staff groups, staff and lecturers, lecturers and students, students and students, and with others, which often triggers conflicts. Conflict is closely related to human feelings, including feelings of being neglected, underestimated, unappreciated, abandoned, and also feeling annoyed because of being overloaded with work or teaching. In an organization, the tendency for conflict to occur can be caused by a sudden change, including: new technological advances, intense competition, differences in culture and value systems, and various kinds of individual personalities.

An organization is like a living organism. The organization can suffer breakdown or deterioration over time if there is no constant maintenance and repairs. Hence our ability to: Anticipating the need for change and not reacting after the fact has occurred. Diagnosing the nature of

the necessary changes, and not reacting immediately without thinking. Making intelligent choices of action, rather than finding the quickest way to avoid problems, may be the ultimate foundation for our success.

Discussion

People usually make the decision to make a change, if their business is not as smooth as they want it to be. So from a manager's point of view, the need for change usually occurs when a problem arises related to: productivity, satisfaction, and development in the system concerned. An organization is like a living organism. The organization can suffer breakdown or deterioration over time if there is no constant maintenance and repairs. Hence our ability to: Anticipating the need for change and not reacting after the fact has occurred, diagnosing the nature of the necessary changes, and not reacting immediately without thinking and making intelligent choices of action, rather than finding the quickest way to avoid problems, may be the ultimate foundation for our success.

As a member of an organization it is not easy to change things in the desired direction without back to the previous situation. There are consequences within the organization concerned, which we did not anticipate. The emergence of mounting negative consequences that were not our intention. Therefore, one way of finding starting points that will lead to change is to pay attention to the number of people involved. Change

can be addressed to an individual, two people, a small group. Two or more groups, the organization as a whole or against the leaders themselves.

To initiate a change process, according to Agryris, perhaps the first factor to remember in starting efforts towards change is that: "diagnosis, must precede actions. Because those in managerial positions often want to act quickly and are results oriented, sometimes because of their impatience, they have tried to solve problems before they became clear to them.

Before the solutions are determined, it is better if we collect data regarding the problem at hand. Maybe we need to conduct observational interviews, distribute questionnaires or analyze notes and so on. Even data collection should be done in collaboration with those who will be affected by these changes. But there are also situations where full participation on the part of the workers does not produce the desired results (Wijaya, dkk., 2020). If, for example, the real problem is that employees are not able to improve their performance after training is carried out, then they must be replaced. Finally, it needs to be remembered that there is another factor that has to do with something (Yasdar, 2020).

Likewise in educational institutions as an organization, it is necessary to manage change properly so that organizational performance can be improved. so as to improve the quality of education, especially in educational institutions, one of the important aspects that must be addressed is through change management. Change management is needed to ensure that organizational

resources in educational institutions can be utilized effectively and efficiently. Programs that need to be developed to build a change management are forming awareness of changes in the internal and external environment, Joint consciousness formation, change process formulation and strengthening the role of leadership in change

In addition, the functions of educational institutions have been formulated in the form of Tridarma which involves (a) teaching and education, (b) research, and (c) community service. Since this foundation has been laid, the task of Higher Education is to provide all kinds of infrastructure and facilities necessary so that the resulting human beings truly meet the needs of the nation and state (Rustiani, dkk., 2020).

Educational institutions as a forum for formulating cadres of national leaders require a different management method from the management of non-educational institutions because in this forum a group of knowledgeable and reasonable people is gathered. The problem that must be considered is how these humans are organized in a neat and efficient administration so that the whole can grow well. In other words, academic infrastructure and facilities must be created as a foundation (Tahir, dkk., 2020).

Stages in the HR Management Process

In an organization, of course, has a vision, mission, goals, and various things to be achieved. The formulation of these matters requires a working

mechanism that is well-structured and well-established and can be implemented consistently. However, the formulation requires several stages. An explanation of these stages will be discussed as follows:

a) Planning

Planning is the initial action in managerial activities in any organization. Therefore, planning will determine the differences in performance (*performace*) from one organization to another in implementing plans to achieve goals. Mondy & Premeaux explained that planning is the process of determining what should be achieved and how to make it happen in reality. Means that in planning what will be achieved by making plans to achieve the goals set by managers at each level of management (Saharuddin, dkk, 2020).

When viewed from the point of view of the overall management process, human resource planning is not just a *staffing* function. It will cover various considerations regarding the operation of other functions in implementing business strategic management (Syaripuddin, dkk., 2020).

Johnson, et al. Argue that planning is a series of predetermined actions. By planning various visions, missions, strategies, goals and objectives of the organization at an early stage using decision making which is also the core of management.

However, before going any further, it is necessary to have sufficient data and information as well as analysis to establish a concrete plan according to the needs of the organization. With good human resource planning, the

company will reap many benefits. Referring to Schuler's view of the benefits of HR planning, the following can be concluded:

- 1) Prevent imbalance between the predicted needs and the availability of human resources, both in terms of number and qualifications, so as to reduce the risk of personnel costs.
- 2) Prepare a basis for empowering and developing human resources based on the identification of competencies that are willing to be compared with the reality of operational needs.
- 3) Ensuring the availability of human resources in accordance with shifting needs, so as to support the realization of the overall strategic business planning process, through *supply and demand* analysis .
- 4) Increase awareness of the importance of HR management at every level of the organization.
- 5) Providing an evaluation tool to measure the impact of various alternative actions and HR policies.

Withdrawal of Employees (*recruitment*)

Withdrawal of employees (*recruitment*) is an event to acquire a number of workers from a variety of sources, in accordance with the required qualifications, so that they are able to carry out the mission of the organization to realize its vision and objectives.

Broadly speaking, the source of labor can be divided into two groups, namely internal and

external sources. Manpower extraction from internal sources is carried out by empowering existing employees. For example, through rotation, transfer, promotion, demotion, transfer, overtime work, or giving new assignments in addition to the old tasks that have become his obligations. In addition, it can also be done by changing the employment status, from part-time or honorary staff to contract workers or even becoming permanent employees, or by re-empowering retired employees. The technique of withdrawing employees from internal sources aims to:

- 1) Increase the morale (spirit) of the existing workforce
- 2) Maintaining employee loyalty
- 3) Motivating employees by maintaining a conducive working climate
- 4) Give awards to employees who excel
- 5) Efficiency in the selection process.

Meanwhile, the withdrawal of workers from external sources is carried out by recruiting employees from outside the company, for example; through the acceptance of open *applications* (*Opened application*), collaborating with educational institutions that can recommend their best graduates, placing job vacancies, using bureaus or employment agencies, utilizing family members of employees, recommendations from trade unions and / or from employees already available. The two latter methods often have a negative impact on the organization, because they tend to apply excessive nepotism and collusion systems. The technique of

withdrawing employees from external sources aims to:

- 1) Creating a new atmosphere in the work environment, so that there are opportunities for the growth of new conducive ideas (ideas) (not supporters of Status Quo)
- 2) Reducing the emergence of negative competition between existing employees
- 3) Avoiding excessive collusion and nepotism
- 4) Getting more competitive prospective employees

Based on the description above, in the end it can be concluded that the recruitment process must be carried out on the basis of the availability of formations and the real need for manpower to complete certain fields of work.

c) Selection

The selection process is carried out after the recruitment activity ends. HR Selection is a process for selecting and determining a number of people from the available candidates, with certain references. In line with this, Rivai stated that "The selection process is a series of special stages used to decide which applicants will be accepted. The process begins when an applicant applies for a job and ends with an admission decision.

Referring to the above definition, the purpose of selection is to get employees who have the knowledge, skills, and mental attitudes that support the implementation of work. In this regard, the selection process must be carried out in line with the results of

job analysis, job descriptions and job specifications, all of which have been outlined in HR planning.

Judging from the technical implementation, the selection can be divided into three types, namely selection against administrative requirements, selection based on test results (tests), and selection on personality. Administrative selection is carried out by checking the completeness of the data written in the form along with the validity of the attachments (Khalik, M. F.dkk., 2020).

Selection is done by testing (tests) usually in the form of written, oral, and performance tests. Written tests are generally formulated in a number of questions that have provided alternative answers. The scope of the written test can include general knowledge insight, scientific understanding in certain fields, and / or psychological tests. Oral tests are carried out through interviews, which aim to see the ability to present oneself when communicating with others. Furthermore, to find out the level of specific skills in practice, a *performance test* was conducted (Rahman, dkk., 2020). This test is a form of testing directly through problem solving questions or commands to operationalize equipment related to certain types of work.

d) Socialization

Introductory or debriefing activities (orientation or reduction) are provided for newly appointed employees and / or newly transferred employees. Orientation or induction is a series of activities that aim to introduce employees to activities aimed at recognizing the physical, social, and work field conditions that

will be undertaken. As Rival stated, through the orientation program, introduce employees to various things that are important to them to know. , among others: the roles and tasks that will be carried out, the company's organizational structure, the policies that apply to the company, its leaders, and their colleagues.

Thus, before they are fully accepted and placed as company employees, they must first undergo a probation period. During that time, new employees made adaptations and adjustments to the environment and other colleagues. The objectives:

- 1) Creating a good impression in order to foster a positive attitude towards each company.
- 2) Helping to foster morale for new employees.
- 3) Introducing a culture and professional work ethic in a responsible manner.
- 4) Fostering pride in his acceptance as a company employee.

After the grace period provided as the orientation period ends, then an evaluation is carried out by the company leadership, whether the person concerned can qualify or fail. For participants who fail, the work agreement contract cannot be continued, while participants who are declared eligible and pass will be placed in a particular unit to fill out the available *placement* according to their interests and skills (Hasnidar, H., & Elihami, E., 2019).

e) Work *placement* (*placement*)

As explained above, that for participants who are otherwise qualified and pass it will be placed

on a specific unit for filling vacancies (*placement*) are available to suit its interests and skills. In other words, the placement (*placement*) can be defined as the process of allocation and assignment for each individual employee, to complete the formation of the work in accordance with the qualification nor on the basis of special considerations are personal (but still must beraskan professionalism).

This really needs to be done, given the differences that each individual employee has just received. If the job placement is carried out without paying attention to the type of competence the employee has, it is not impossible that the results will not meet the expected work standards. So that in the end it will have implications for the final results that have been planned.

f) Supervision (*controlling*)

As one of the management functions, supervision is the last action taken by managers in an organization. According to Siagian, supervision is a process of observing or monitoring the implementation of organizational activities to ensure that all work being carried out goes according to a predetermined plan. Supervision made in the management function is actually a strategy to avoid irregularities in terms of a rational approach to the existence of *inputs* (quantity and quality of materials, staff fees, equipment, facilities, and information), as well as supervision of activities (scheduling and accuracy of implementing organizational activities.), while the other is the control of *output* (desired product standard) (Eskarya, dkk., 2020).

Furthermore Siagian argues that the objective of supervision is to ensure the following:

- 1) The determined policies and strategies are carried out in accordance with the spirit and spirit of the intended policies and strategies.
- 2) The available budget to support various organizational activities is actually used to carry out these activities efficiently.
- 3) The members of the organization are truly oriented towards the ongoing life and progress of the organization as a whole and not to the individual interests that are actually placed under the organization.
- 4) Provision and utilization of work facilities and infrastructure in such a way that the organization gets the maximum benefit from these facilities and infrastructure.
- 5) Quality standards of work are met as much as possible
- 6) Work procedures are adhered to by all parties.

By referring to the things above, it can be concluded that the essence of supervision is to assess and measure the achievement of targets and the realization of the results according to a predetermined plan. For the success of the supervisory process, there are procedures that must be considered as stages or steps of supervision, namely: (Ismail, dkk. , 2020)

- a) Setting standards
- b) Assess and measure the results that have been achieved

- c) Comparing the measurement results with the standard

Carry out follow-up (*follow-up*) according to the real conditions achieved from the assessment results.

Relevance of Change Management in Human Resources in educational institutions.

To improve the quality of education in educational institutions, one important aspect that must be addressed is through change management. Change management will be determined by the quality or managerial skills in leadership in an educational institution. To manage the desired qualitative changes. Leaders of educational institutions must be proactive and quickly add fundamental skills to become successful managers or leaders.

According to Salisbury, change management is a technology that will guide qualitative change in any educational institution. Because change management provides opportunities for leaders: 1). Help people to prepare, accept and commit to change, 2). Understand the different roles of people in the change process, 3). Knowing how many changes are needed, 4). Knowing the steps for change and effective management strategies at each step, 5). Knowing when rejection occurs, and 6). Know how to respond to rejection in a constructive manner.

In order to achieve a management strategy as put forward on the leadership of an educational institution, it must be a professional person. In this case, the leadership

must have leadership competencies at least basic competencies that are technically adequate and based on broad and in-depth knowledge of their duties and ethically use their expertise for the benefit of society and the nation.

In an ever-changing environment, educational institutions must continuously respond to these changes, even becoming an advocate for the changes themselves. One of the characteristics of a developed society is the strong base of knowledge in everyday life and the growing role of science and technology in socio-cultural development. In order for educational institutions to be a driving factor for a science-based society, the organization of educational institutions must be adaptive to change (Elihami, E., Rahamma, T., Dangnga, M. S., & Gunawan, N. A., 2019).

Change management is needed to ensure that organizational resources can be utilized effectively and efficiently. In order to achieve change management towards quality management which is to improve the quality of educational institutions. Every education leader needs to make three stages of change according to Salisbury, namely the preparatory stage, where people involved in the change effort need to be aware that the need for change and the understanding proposed in the change affect personal roles and responsibilities. (Abbas, M. A. A., Sari, N., Nasra, N., & Elihami, E., 2020) For this reason, leaders must provide information that can help employees so that they are not confused by the change program offered to reduce quality. The acceptance stage, which is after the

information on the importance of changes to quality becomes clear, the employees will feel the change is important. They must see that change as a reality that is being fought for. Although that does not mean everyone is positive about the change program. Then the leader must be able to ensure that employees can accept the changes offered. The last step is commitment, here the personnel try to fight for change, both for the lecturers and for other staff. Leaders have a role to maintain a work environment that is open to identifying and solving problems, realizing quality and building team spirit and group commitment. These three stages need to be understood by leaders in fighting for management change about one of the challenges to improving the quality of an educational institution (Husni, dkk., 2020).

To achieve a management strategy as stated above, leaders in educational institutions must be professionals. In this case, the leadership has basic competencies that are technically adequate and based on broad and in-depth knowledge of their duties. And ethically use their expertise for the benefit of society and the nation. Quality improvement strategies can only be achieved by realizing effectiveness and efficiency through management changes in educational institutions. (Djafar, S., Nadar, N., Arwan, A., & Elihami, E., 2019) Therefore, change management activities need to go through three steps as stated so that the quality of educational institutions can be improved by implementing change management strategies. In the management of educational institutions, change management functions are needed. So that joint

efforts can be realized between leaders, staff, lecturers, and students to achieve educational goals effectively and efficiently (Elihami, E., & Saharuddin, A. , 2017). The organizational effectiveness of educational institutions can be seen from the optimal educational goals that are achieved, measured by the quality of graduates and including the creation of cooperative relationships and a pleasant climate for personnel in educational institutions.

Conclusion

To respond to advances in science and technology, changes in rules and laws, development of employment opportunities, the emergence of new schools predicated to be superior as competitors for an educational institution, strategic planning is needed aimed at optimizing strengths, eliminating weaknesses internally and anticipating opportunities and challenges so that the development of educational institutions can go well. The dynamics of the external environment become an important variable that is considered in adjusting the educational paradigm to the heart of society. The ability of leaders in innovating educational institutions is a prerequisite for efforts to direct changes in educational organizations.

Change management is indispensable for educational institutions, where the need for change usually occurs when a problem arises related to productivity, satisfaction, and development in the system concerned.

To improve the quality of human resources in educational institutions, an important aspect that must be addressed through change management, which is determined by the quality or managerial skills in leadership. Likewise, in the case of conflict management, as far as possible a leader of an educational institution can manage conflicts that are considered detrimental so that they can be minimized while beneficial conflicts are maximized.

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