

HUMAN RESOURCE MANAGEMENT STRATEGIES IN IMPROVING LECTURER PERFORMANCE IN HIGHER EDUCATION

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Abstract. Higher education has a very important role in the development of society and the progress of a country. In the higher education environment, the role of lecturers or teachers is crucial in creating a quality learning experience for students. This study aims to examine how human resource management can play a role in improving lecturer performance in higher education. This research is a literature review that uses a qualitative method approach, which means it will analyse and interpret data by relying on information and text from various sources. The results of the study show that regular and continuous evaluation of human resource management strategies is an important stage in adjusting and improving the approach applied. This allows higher education institutions to continue to grow and ensure that their lecturers have maximum support in an effort to provide quality education and improve the institution's reputation.

Keywords: HRM, Lecturer Performance, Higher Education

Abstrak Pendidikan tinggi memiliki peran yang sangat penting dalam perkembangan masyarakat dan kemajuan suatu negara. Di dalam lingkungan pendidikan tinggi, peran dosen atau pengajar sangat krusial dalam menciptakan pengalaman belajar yang bermutu bagi mahasiswa. Penelitian ini bertujuan menelaah bagaimana manajemen sumber daya manusia dapat berperan dalam meningkatkan kinerja dosen di perguruan tinggi. Penelitian ini merupakan kajian literatur yang menggunakan pendekatan metode kualitatif, yang berarti akan menganalisis dan menginterpretasikan data dengan mengandalkan informasi dan teks dari berbagai sumber. Hasil studi menunjukkan bahwa evaluasi yang rutin dan berkelanjutan terhadap strategi manajemen sumber daya manusia merupakan tahapan penting dalam menyesuaikan dan memperbaiki pendekatan yang diterapkan. Hal ini memungkinkan lembaga pendidikan tinggi untuk terus berkembang dan memastikan bahwa dosen-dosen mereka memiliki dukungan yang maksimal dalam upaya memberikan pendidikan berkualitas dan meningkatkan reputasi institusi.

Kata Kunci: MSDM, Kinerja Dosen, Perguruan Tinggi

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INTRODUCTION

Higher education plays a very significant role in shaping the development of society and the progress of a country (Satriadi et al., 2022). In the context of higher education, the role of lecturers or teachers is key in creating a quality learning experience for students. The quality of teaching delivered by lecturers not only directly affects students' learning outcomes, but also has a significant impact on their academic performance (Ausat et al., 2023). In addition, the

role of lecturers can also influence their intellectual development, critical thinking and preparation to face the challenges in the real world after completing higher education. Therefore, it is important to understand that the role of lecturers is not just limited to delivering subject matter, but also guiding, inspiring and providing the support needed by students in their academic journey. Thus, awareness of the important role of lecturers in higher education must be increased in order to have a greater positive impact on the development and progress of education and society as a whole (Chankseliani et al., 2021).

While higher education has an important role to play in human resource development (HRD), there is growing complexity in managing HRD in higher education, which comes along with dynamic changes in the higher education environment. Lecturers, as a central element in the higher education ecosystem, face increasing pressure to achieve high performance and fulfil an increasingly diverse range of demands (Serdyukov, 2017). These demands include responsibilities to participate in research, contribute to curriculum development, and deliver effective teaching, all of which are essential elements in achieving the goal of quality higher education. It is therefore important for universities to formulate and implement effective and sustainable human resource management strategies. These measures will not only help to improve lecturers' performance, but can also create a more sustainable and adequate working environment, which in turn will support the achievement of academic goals and the overall development of HR potential. By recognising the complexities and challenges faced in human resource management in higher education, higher education institutions can be better prepared and able to cope with the dynamic changes in the world of higher education and contribute positively to the development of society and the country more broadly (Ausat, 2023; Azzaakiyyah, 2023; Mohiuddin et al., 2022).

In this complex context, research on human resource management strategies focused on efforts to improve lecturer performance in higher education has a very important relevance. This research will explore in depth various aspects related to human resource management that can have a significant impact on lecturer performance in higher education. These aspects involve careful lecturer recruitment and selection processes, structured professional development programmes, comprehensive performance evaluations, motivating incentives, and clear career development opportunities. The use of effective human resource management strategies in this context is expected to make positive contributions in various aspects (Hamadamin & Atan, 2019). First of all, this strategy is expected to increase lecturers' motivation, foster high commitment to the mission and vision of the university, and stimulate the spirit to innovate in the teaching and research process. In addition, through the

implementation of appropriate human resource management strategies, lecturers can feel valued and incentivised according to their performance, which in turn will increase their sense of satisfaction and engagement in academic tasks (Sypniewska et al., 2023). Furthermore, a good human resource management strategy will also open up greater opportunities for lecturers' career development. With structured avenues for professional growth, lecturers will feel more motivated to continuously develop their skills and competencies. This, in turn, is expected to have a positive impact on the overall quality of higher education, with more competent and dedicated lecturers contributing to creating a dynamic and quality educational environment.

In addition, within the scope of this research, an in-depth identification of the challenges and barriers that universities may face in implementing effective human resource management strategies will be conducted. The identification and deeper understanding of these challenges is expected to provide universities with a more comprehensive insight into the complexity of the issues at hand. With a deeper understanding of the barriers, colleges have a better chance of devising more targeted and effective solutions. This will enable them to address each barrier with appropriate strategies, whether through changes in internal policies, the development of specialised training, or by creating a more supportive working environment. Through this approach, it is hoped that universities can create better conditions for lecturer performance, which in turn will have a positive impact on the overall quality of higher education.

As such, this research is expected to bring a valuable contribution to our deeper understanding of the strategic role of human resource management in influencing and improving lecturer performance in higher education. With this more comprehensive understanding, we will be able to understand the more complex dynamics behind the relationship between human resource management and lecturer performance. More than just providing insights, this research is expected to provide a more in-depth view of how various factors, such as recruitment policies, professional development, performance evaluation and incentives, interact and influence each other in shaping the overall quality of higher education. As such, this research has the potential to generate new ideas and innovative policy recommendations in an effort to improve quality higher education, which will ultimately bring great benefits to the development of society and the country as a whole.

METHOD

This research constitutes a qualitative literature review, which signifies its intent to analyze and interpret data by drawing upon information and texts sourced from diverse outlets. The primary objective of this qualitative literature review is to compile, assess, and amalgamate the

existing body of knowledge regarding the subject of interest, specifically the strategies employed in human resource management to enhance the performance of lecturers in higher education. This investigation will involve the collection of data from various resources relevant to the subject matter, including scholarly journals, books, research reports, and other scholarly articles. The data encompass a timeframe extending from 2006 to 2023, enabling the researcher to observe the progression, trends, and transformations that have unfolded during this period.

The qualitative methodology employed in this literature review empowers researchers to delve more deeply into the intricate and multifaceted aspects of the subject (Elo et al., 2014). Moreover, this approach facilitates the incorporation of multiple information sources and the exploration of diverse perspectives, thereby enriching the analysis and bolstering the credibility of the findings. The data collection procedure will encompass meticulous textual analysis, information retrieval, and the categorization of pertinent data pertaining to the research focus. Subsequently, the researcher will organize this data in a structured format, compare and synthesize insights from various sources, and identify recurring patterns, themes, and trends that emerge from the collected information.

A notable advantage of employing a qualitative literature review lies in its adaptability to comprehend and expound upon complex phenomena, as it is not confined by numerical or statistical constraints (Rahman, 2016). This method also affords researchers the opportunity to gain profound insights into the evolution of the subject of study over time, as well as the transformation of concepts and perspectives associated with the topic throughout the years. In this research endeavor, it is imperative to scrutinize the reliability and credibility of the utilized sources, while also critically evaluating the gathered information. In adopting a qualitative approach, the researcher must adeptly present findings with objectivity and reflection, offer lucid and precise interpretations, and acknowledge the limitations of the methodologies and data sources employed (Bradshaw et al., 2017). The ultimate objective of this research is to furnish a comprehensive portrayal of the subject's development over the period spanning from 2006 to 2023, and potentially proffer recommendations for further investigations aimed at broadening our comprehension of the issues related to this topic.

RESULTS

Improving lecturer performance in higher education institutions is a critical aspect in maintaining and improving the overall quality of higher education. In this context, human resource management (HRM) strategies play a central role in motivating, developing and retaining high quality and competent teaching staff (Alqudah et al., 2022). It is important to

recognise that lecturer performance is a key pillar in delivering quality learning experiences to students, and therefore, a systematic approach to people management is highly relevant in this endeavour. In this narrative, we will outline some human resource management strategies that can be used to improve lecturer performance in higher education (McCartney & Fu, 2022).

At the outset, we must give due recognition to the invaluable role that lecturers play within higher education institutions. Lecturers not only have the primary task of transferring knowledge to students, but also play an important role in conducting research that contributes to the development of knowledge, designing relevant and effective curricula, and handling a variety of administrative tasks that support the operations of educational institutions (Mupa & Chinooneka, 2015). Due to the complexity and variety of roles played by lecturers, it is important to recognise that they are valuable assets that support the overall success of higher education institutions. Considering the important role lecturers play in achieving the goal of quality higher education, it is relevant to design and implement effective human resource management strategies. These strategies may include measures such as the development of training and professional development programmes that match lecturers' needs, the implementation of fair and transparent performance appraisal systems, and the development of incentives that encourage motivation and superior performance. By implementing such strategies, higher education institutions can create an enabling environment for professional growth and significant value addition by lecturers, which in turn will have a positive impact on the overall quality of higher education (Žalėnienė & Pereira, 2021).

One of the key strategies that need to be implemented is to undergo a very thorough and careful selection and recruitment process. In this context, higher education institutions should run very strict selection procedures to ensure that they recruit lecturers who not only have excellent academic qualifications, but also have outstanding pedagogical skills, as well as excellent communication skills (Dhawan, 2020). In this way, they can provide students with a quality learning experience and maintain high academic standards. In addition, this comprehensive selection and recruitment strategy should also include career development aspects. This means providing opportunities for existing lecturers to continue to grow in their career journey. This can include advanced training, continuous learning, and professional development opportunities relevant to their field of study. By providing this ongoing support, higher education institutions can ensure that existing lecturers always have the latest and best skills needed to deliver effective teaching and contribute to quality research (Kim et al., 2019). By implementing careful selection and recruitment strategies and paying attention to career development, higher education institutions can build a highly qualified and committed teaching

team (Otoo et al., 2018). This will have a positive impact on the overall quality of higher education, create an adequate environment for students to grow and develop, and contribute positively to the academic and scientific progress of the institution.

In addition, it is critical to design and develop an organisational culture that is fully committed to supporting the continuous growth and development of faculty. This includes creating and maintaining an open and inclusive work environment, where every faculty member feels heard, valued and given room to grow. It is also important to ensure that all lecturers are fairly recognised and incentivised for their outstanding achievements, so that they feel valued and motivated to continue performing at a high level. In addition, in order to support lecturers' well-being, higher education institutions also need to ensure that lecturers have a healthy work-life balance (Zen et al., 2023). This includes providing flexibility in work schedules, support for the development of work-life balance skills, and taking mental and physical wellbeing issues seriously. Ensuring a healthy work-life balance is a key factor in maintaining lecturers' productivity and motivation (Aisyah et al., 2023). Through the establishment of a positive and caring organisational culture for lecturer development, higher education institutions can motivate lecturers to work with higher morale and make more productive contributions in their academic environment (Morris et al., 2020). This growth-supportive organisational culture not only strengthens lecturers' performance, but also creates an enabling environment for innovation (Wanof, 2023), collaboration and outstanding achievement in higher education.

Human resource management strategies should also be designed to include an objective and fair performance measurement component as an integral element (Gadzali, Gazalin, et al., 2023; Sutrisno et al., 2023). This involves the use of a range of performance assessment tools that include regular appraisals, comprehensive annual reviews, and the establishment of clear and measurable key performance indicators. Through these measures, lecturers will have a deep and transparent understanding of what is expected of them in the context of their duties and responsibilities, and how they can concretely improve their performance in line with organisational goals. Performance measurement based on objective metrics and clear indicators not only provides strong guidance for lecturers in achieving set targets, but also creates consistent and fair quality standards (Van Looy & Shafagatova, 2016). Lecturers will be able to evaluate their achievements more based on concrete evidence and data, allowing them to identify areas for improvement and take appropriate steps to continue to grow in their roles at higher education institutions. Thus, objective and fair performance measurement is an

important instrument in supporting lecturers' growth and development, as well as achieving the goal of quality higher education (Alach, 2017).

DISCUSSION

Furthermore, the professional development of lecturers has a very crucial position within the framework of effective human resource management strategies (Gadzali, Ausat, et al., 2023; Wahyoedi et al., 2023). It is important for higher education institutions to make professional development one of the main elements in the effort to improve lecturers' performance and competence. This means that higher education institutions need to provide lecturers with access to ongoing training and development that is aligned with the latest developments in their field of study and current teaching methods (Harahap et al., 2023; Rukman et al., 2023). Through the provision of relevant and ongoing training and development, higher education institutions provide opportunities for lecturers to continually enrich their knowledge, hone existing skills, and explore new approaches to teaching and research. Lecturers who receive this ongoing support are likely to be more energised in their duties and more effective in meeting the challenges of the ever-changing world of higher education (Coman et al., 2020). As such, professional development that is well integrated into human resource management strategies will help create an environment where lecturers feel supported and encouraged to continue developing their potential. In addition, lecturers who invest in professional development will be a source of inspiration for their students and contribute to the overall improvement of higher education quality (Geleta & Raju, 2023).

In addition, it should be emphasised that effective and open communication between various parties, including lecturers, management of educational institutions, and students, plays a very significant role in maintaining and improving the quality of higher education (Cahyono et al., 2023; Fauzi et al., 2023). Within this framework, transparency in formulating academic policies, conveying clear expectations, and addressing problems that may arise are key to establishing a healthy, inclusive, and productive educational environment. The importance of effective communication can be seen in various aspects, from conveying educational goals to identifying problems that may arise in the educational process (Brinia et al., 2022). Transparent communication ensures that all parties involved have a clear understanding of what is expected of them, how they can contribute and how they can overcome obstacles that may arise (Bucăța & Rizescu, 2017). Therefore, effective communication is not just a tool to resolve conflicts or problems, but also a strong foundation in creating an academic environment that encourages growth, collaboration, and the best achievements of all parties involved in the higher education

process. By upholding the values of good communication, higher education institutions can establish a positive culture of work and learning, where all members of the academic community feel heard, valued and contribute productively to achieving common goals (Kozlowski & Ilgen, 2006).

In an effort to encourage effective lecturer performance improvement, human resource management strategies should include the planning and implementation of suitable and encouraging incentives. These incentives can take many forms, such as merit-based financial rewards, public recognition of outstanding academic achievements, structured promotion opportunities, and attractive and relevant career development programmes (Mahardhani, 2023; Rijal, 2023; Sari, 2023; Suherlan, 2023). The incentives chosen should be in line with organisational goals and should be designed to positively motivate lecturers (Al-Nsour, 2011). Fair financial rewards, for example, can provide recognition for lecturers' efforts and achievements, while promotions can be a means of recognising commitment and outstanding performance (Hermansyah, 2023; Salamah, 2023; Sukenti, 2023). Attractive career development will also motivate lecturers to continuously improve their skills and competencies, with the aim of achieving higher milestones in their careers. By paying attention to appropriate and effective incentives, higher education institutions can create an environment where lecturers feel valued, motivated and encouraged to perform (Jessani et al., 2020). Lecturers who feel recognised and properly rewarded will tend to be more eager to achieve better results, which in turn will have a positive impact on the overall quality of higher education (Johnson, 2017).

Finally, it is important to remember that evaluation and continuous improvement of the human resource management strategy is a very important step and should be done regularly. This involves a systematic process of gathering comprehensive and diverse feedback from various parties, including lecturers, students, staff and other stakeholders in the higher education context (Anthony et al., 2022). The purpose of this evaluation is to ensure that the strategies implemented prove effective in improving lecturer performance and ultimately contribute to improving the overall quality of higher education (Muhie et al., 2020). This evaluation process should include in-depth analyses of the impact of the strategies in place, evaluating the extent to which objectives have been achieved, and identifying areas that require improvement or refinement. In addition, it is vital to receive input from lecturers who are at the forefront of teaching and research, as well as engage students in providing their perspectives on their learning experiences. By conducting continuous and proactive evaluation, higher education institutions can maintain flexibility and responsiveness to changes in the dynamics

of higher education (Darling-Hammond et al., 2020). It also helps to ensure that human resource management strategies are constantly evolving and adapted to evolving needs, so as to make the maximum contribution to improving lecturer performance and the overall quality of higher education.

In order to reach the conclusion, it should be noted that effective human resource management strategies have a central role in shaping and improving lecturer performance in higher education settings. Through a series of integrated and well-planned actions, higher education institutions can ensure that their lecturers have all the support they need to reach their full potential and make a significant contribution in achieving their educational and research goals (Azzaakiyyah et al., 2023; Prastyaningtyas et al., 2023). Firstly, a very careful selection and recruitment process should be implemented to ensure that lecturers joining the institution have appropriate qualifications, high competence, and commitment to the institution's mission. This is an important first step in building a high-quality teaching team. Furthermore, the development of an organisational culture that supports the growth and development of lecturers is of key importance (Sutrisno, 2023). This includes creating an inclusive work environment, listening to feedback from lecturers, providing fair rewards, and ensuring that lecturers can achieve a healthy work-life balance (Donley, 2021). This positive organisational culture will help create an environment that encourages motivation and high performance.

Performance measurement based on objective metrics and clear indicators is the next stage in supporting lecturer performance. Lecturers need to have a clear understanding of what is expected of them and how they can continuously improve their performance in line with organisational goals. Continuous professional development is also a key element, which provides opportunities for lecturers to continue to develop their skills, enrich their knowledge, and undergo relevant training. In addition, effective communication and appropriate and sustainable incentives will help maintain lecturers' motivation and engagement. Open communication allows for the exchange of ideas and feedback that is essential for continuous development, while appropriate incentives recognise achievements and provide positive encouragement. Finally, continuous evaluation is an important step to ensure that human resource management strategies are continuously improved and adapted to evolving needs. By conducting regular evaluations, higher education institutions can remain responsive to change and keep the quality of their teaching and research at the highest level. To conclude, a holistic and well-directed human resource management strategy is a strong foundation for excellent lecturer performance in higher education institutions. With this approach, institutions can

ensure that their lecturers have all the necessary support to succeed and make valuable contributions in achieving ambitious educational and research goals.

CONCLUSION

In this review, various human resource management strategies that can be applied to improve lecturer performance in higher education institutions have been outlined. From these explanations, several main conclusions can be drawn: Firstly, a rigorous selection and recruitment phase is essential as the first step in ensuring that higher education institutions can attract quality lecturers. Furthermore, the establishment of a supportive, inclusive and empowering organisational culture is key in motivating lecturers and creating a productive work environment. In addition, the use of objective and fair performance measurement will provide clear guidelines for lecturers regarding expectations and steps that can be taken to improve their performance. Continuous professional development through training and upskilling is essential to help lecturers stay relevant and energised in their teaching duties. Another important aspect is effective communication among lecturers, management and students, which is a key element in maintaining harmony in the academic environment. Finally, providing appropriate incentives, such as awards and promotions, can spur lecturers to achieve better and contribute more productively to the institution. Regular and continuous evaluation of human resource management strategies is an important stage in adjusting and improving the approach adopted. This allows higher education institutions to continue to grow and ensure that their lecturers have maximum support in their efforts to provide quality education and enhance the institution's reputation.

RECOMMENDATIONS

From the explanations outlined above, the following suggestions can be made to improve lecturer performance in higher education institutions: Firstly, higher education institutions should adopt very strict selection and recruitment policies to ensure that lecturers who are hired fulfil the qualification requirements and have appropriate competencies. Next, the promotion and inculcation of an organisational culture that supports innovation, career development and maintaining work-life balance should be a priority. This will help maintain lecturers' motivation levels and productivity. Measurement of lecturer performance should include the use of clear performance indicators and be conducted regularly, while providing constructive feedback to assist lecturers in developing their capabilities. The provision of relevant professional development programmes should be an integral part of efforts to improve lecturer performance.

This allows them to continuously improve their skills and stay current with the latest developments in their field. Open and transparent communication between all stakeholders, including lecturers, management, and students, is essential to maintaining healthy relationships and supporting effective co-operation in an educational environment. Providing appropriate incentives, such as awards and promotions, to lecturers who achieve outstanding results in teaching and research will stimulate their motivation to make greater contributions. Finally, there is a need for periodic evaluation of the human resource management strategies implemented to assess their effectiveness. If necessary, changes and adjustments should be implemented to ensure that the strategy remains relevant and well-functioning. By implementing these suggestions and following the principles of effective human resource management, higher education institutions can improve the performance of their lecturers. This will ultimately improve the quality of education they offer and also strengthen their institution's reputation in the eyes of the public.

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