

## Education Human Resource Management in the Recruitment of Extraordinary Lecturers

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**ABSTRACT.** In facing the challenges of the era of Society 5.0, improving the quality of human resources is influenced by the vital role of education. One way to increase the effectiveness of talent in facing the challenges of society 5.0 is to capitalize on the needs of the labor market through recruitment. Through recruitment, an organization or institution can choose an employee who qualified according to existing criteria or characteristics to fill certain required positions. One of the programs available at the Faculty of Tarbiyah and Teacher Training in question is the implementation of the recruitment of educators for Extraordinary Lecturers (*Dosen Luar Biasa-LB Lecturer*). This is the background for the author to study more deeply about planning management and the recruitment process as well as the direction of the policy for determining LB Lecturers at the Faculty of Tarbiyah and Teacher Training UIN Sunan Gunung Djati Bandung. The research in this article uses a qualitative descriptive method with field study techniques, interviews, and a literature study. The results of this study found that: first, the planning process for the recruitment of LB lecturers at the Faculty of Tarbiyah and Teacher Training starts with analyzing the needs of lecturers, which will be outlined and followed up by the Faculty leadership. Second, the recruitment process for LB lecturers at the Faculty of Tarbiyah and Teacher Training is carried out by disseminating information on lecturer needs, receiving lecturer application data with administrative requirements, carrying out a scheduled selection process with CBT exam stages, interviews and displays Microteaching. Third, the policy direction for determining the results of the recruitment and selection of LB lecturers at the Faculty of Tarbiyah and Teacher Training is to get superior lecturers who are qualified according to the needs of the Faculty.

**Keywords:** HR Management, Recruitment, LB Lecturer, UIN Sunan Gunung Djati.

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### INTRODUCTION

Technological developments in the Industrial Revolution 4.0 era gave rise to a new idea of Japanese civilization called Society 5.0, presented at the World Economic Forum 2019 in Davos, Switzerland (Mourtzis, Angelopoulos, & Panopoulos, 2022). Based on a statement from World Economic Forum (WEF), Japanese Prime Minister Shinzo Abe said that in Society 5.0 is no longer capital but data that will connect and drive everything, helping to bridge the gap between the rich and the less fortunate (Fukuyama, 2018). Facing challenges in the era of Society 5.0, improving the quality of human resources is influenced by the vital role of education. Apart from education, various factors and interested parties such as the government, community organizations, and the

wider community also welcomed the society the upcoming 5.0 (Salgues, 2018). Nurani (Nurani, 2021), explained that education units are expected to change the educational mindset facing society 5.0. Among them, teachers or educators minimize their role as providers of learning materials and educators as inspiration for the growth of student creativity (Sintasari & Afifah, 2022). Educators play the role of facilitators, tutors, inspirers, and true learners who motivate students to be free to learn. Temporarily, Hasibuan (Hasibuan, 2022) stated that HR is an essential part of the educational development process for millennials. Education is a system of functionally interconnected components to achieve quality education. Education has at least four main features (Obrecht, 2022).

Human resources, finance, facilities, infrastructure, and policy practices are the main componen be referred to as strategic (Aprilisa, 2020). These quality components can utilize other features to achieve training effectiveness and efficiency (Trullàs, 2022). One way that can be used to increase the effectiveness of human resources in facing society's challenges 5.0 development of the labor market needs, namely employing recruitment (Yaras & Öztürk, 2022). With the recruitment of an organization can choose someone suitable using the existing criteria to fill the required position. An organization can develop using the values and culture that are applied; the importance of HR management for employee recruitment or work energy needs to be appropriately applied (Sudibjo, Idawati, & Harsanti, 2019) (Jumiati & Kartiko, 2022; Saputro & Darim, 2022; Sutrisno & Nasucha, 2022).

This research is essential because there is a phenomenon of low-quality human resources, which can hinder the national economy's development. Therefore, it is necessary to have quality human resources with the will and ability to continually improve their quality continuously and sustainably(continuous quality improvement).

Education and teaching staff in the framework of realizing the Faculties of Tarbiyah and Teacher Training of UIN Sunan Gunung Jati Bandung, which is superior, competitive, and populist to produce professional Islamic educators and education staff in Indonesia 2024, strengthening the academic culture of the moral-based academic community, developing and utilizing learning-based inquiry(educational research), and ICT-based integrated information system (Information, Communication, and Technology), in line with the Faculty's vision and mission profile to improve services and respond to challenges society 5.0 (FTK, 2022).

One of the Tarbiyah and Teacher Training Faculty programs, in this case, is the implementation of the recruitment of Extraordinary Lecturers (LB) educators. Therefore, this study aims to examine the planning of recruitment, the recruitment process, and the policy direction for determining the recruitment results of LB Lecturers at the Faculty of Tarbiyah and Teacher Training UIN Sunan Gunung Djati Bandung.

## **METHOD**

The research in this article uses a descriptive method to describe current or ongoing problems and research methods, intending to explain what happened when the analysis was carried out (Flick, 2022) (Pickering, 2022). The qualitative research method is used because it is always used when the researcher is interested in exploring a central reality, for example, a process or event (Bahri, 2022). This research focuses on one higher education institution carrying out the LB Lecturer recruitment program, namely the Faculty of Tarbiyah and Teacher Training at UIN Sunan Gunung Djati Bandung.

This research then carried out the process of collecting data through field study techniques, interview techniques, library research, collections of books, journals, and past research findings that support the writing topic. The field study technique was carried out by the author through direct observation when the recruitment process was carried out. Then, interviews were conducted

with the ranks of the LB lecturer recruitment committee. Meanwhile, a literature study was carried out on references to the literature on planning for recruiting LB Lecturers at the Faculty of Tarbiyah and Teacher Training. The recruitment process for LB Lecturers and LB Lecturers at the Faculty of Tarbiyah and Teacher Training UIN Sunan Gunung Djati Bandung. In addition, this writing process identified and found information related to implementing human resource management in the recruitment of LB Lecturers at the Tarbiyah and Teacher Training Faculty of UIN Sunan Gunung Djati Bandung. We then analyzed and developed the findings and expressed them with new insights regarding the recruitment of education personnel during accelerated development in Indonesia in facing the challenges of developing labor market needs in this society 5.0.

## RESULT AND DISCUSSION

### Result

Human resources (HR) plays a vital role as a conceptualizer, innovator, and implementer of organizational programs. The HR capability supports performance productivity in an organization that is supported by quality human beings (Jahari, 2018, p. 53). The results of research from Irwanto (Irwanto, 2018) argue that Human Resource Management (HRM) is a business of realizing an organization whose existence is needed by the community through planning and action of generic service gifts and development applications for the welfare of the community, which is serious about improving the work capabilities of its implementers sustainably from ethics and high social responsibility at work. Human resource management is the activity of planning, directing, and coordinating all work related to employees or the workforce and recruiting, training, or organizing employees to provide services (Badrudin, 2020, p. 28). Suparno Eko Widodo (Widodo, 2015, p. 2) in his book Human Resource Development Management, states that HR management is assessing HR needs, motivating employees to meet those needs, and optimizing the workforce. Meet the needs and goals of the organization where human resources are located (Annisa, Akrim, & Manurung, 2020; Santosa & Devi, 2021).

Human resource management aims to increase the productive contribution of people or employees to an organization or business in a strategic, ethical, and socially responsible manner (Bahri & Arafah, 2020; Sirojuddin, Amirullah, Rofiq, & Kartiko, 2022). Managers and staff achieve their goals by attaining ratings and awards. HR recruitment includes all management decisions and practices that directly affect the human resources of the people working in an organization or institution (Widad, 2020, p. 25).

Amirul Mukminin, et al. (Mukminin, Habibi, Prasajo, & Yuliana, 2019, pp. 130–132) mentions the stages in carrying out human resource management, including:

*First*, strategy determination. In this case, an analysis of human resources needs categorizes it as equality, namely when there is a process of maintaining existing resources. Then, if the number of workers is insufficient, the follow-up is the implementation of recruitment. Finally, if there is an excess of educational staff, a recruitment process or reduction of academic energy will be carried out.

*Second*, planning (strategy identification). After completing the next analysis planning term. Strategies, initiatives, programs, and policies should be developed to address the gaps identified in the analysis. This will ensure the elements that will recruit, develop and retain the critical staff required to create planning successful work.

*Third*, implement the new strategy. After the organization has analyzed, forecasted, and planned, it is crucial to devise planning implementation to carry out the activities included in planning human resources. This will be using all the information gathered in the previous phase and designing one plan to run a new tactic. Some primary considerations must be addressed before starting planning implementation, i.e., organizational support, allocating required asynchronous

resources, clarifying roles and responsibilities, identifying who is involved in doing what and where coordination between various parts of the organization or using asynchronous forums is required, determine timeliness, select measuring performance, and communicating plans.

The *fourth* evaluation is feedback on result effectiveness. Organizational evaluation planning Human resources are crucial in determining whether the created tactics are compatible with the defined gaps. It is vital to receive feedback on the effectiveness of the results. There are several methods of obtaining feedback, e.g., surveys, focus groups, meetings, etc., regardless of the strategy's process and effectiveness. Thus, it can be said that educational human resource management activities include activities and efforts to plan needs, recruit, select, place, evaluate performance, reward, control, and develop academic staff.

In the education sector, there are two types of Human Resources (HR): educators and educational staff. Lecturers are professional educators and scientists with the primary task of transforming, developing, and disseminating science, technology, and art through education, research, and community service. Lecturers hold positions as employees at the university level and are appointed following statutory regulations. Teachers must be educated, competent, and qualified as educators, physically and mentally healthy, meet other qualifications required by tertiary institutions, and be able to meet national education goals. As referred to in Article 45 in Law Number 20 of 2003, the instructor's educational background was obtained through higher education at an accredited postgraduate program following the area of expertise.

Extraordinary lecturers are professional educators whose teaching rhythm is always adapted to the lesson. DLB performance is essential not only for work related to Tri Dharma in tertiary institutions but also for contributing and being effective with other permanent lecturers in carrying out their work. Where the performance of the higher education triad component is consistently productive, reflected in their professional attitude.

At UIN Sunan Gunung Djati Bandung College, there are several faculties. One is the Tarbiyah and Teacher Training Faculty, which focuses on educational disciplines and produces qualified prospective teaching staff. Faculty of Tarbiyah and Teacher Training UIN Sunan Gunung Djati Bandung is located at Campus 2 State Islamic University (UIN) Sunan Gunung Bandung Jl. Cimencrang, Kec. Gedebage, Bandung City, West Java 40292 (UIN Sunan Gunung Djati Bandung, 2020).

In the Faculty of Tarbiyah and Teacher Training based on the Human Resource Management Section, namely the Personnel Section, information was obtained based on interview results that the data for educators and academic staff of the Faculty of Tarbiyah and Teacher Training UIN Sunan Gunung Djati Bandung in 2022 are as follows: 181 Permanent Lecturer Educators, Special Lecturers (LB) 54 people, 13 BLU Lecturers, 11 PNS Education Personnel, 19 BLU Education Personnel and 5 Contract Education Personnel (Anwar, Interview, August 2022).

The Lecturer recruitment process carried out by the Faculty of Tarbiyah and Teacher Training is the recruitment of LB Lecturers (extraordinary) where the SOP and regulations are clearly stated in the guidelines for implementing the lecturer selection. The last activity carried out in the LB Lecturer recruitment was carried out on November 18, 2021. This activity was carried out by the unit team Micro Teaching by presenting students as an audience, and also every implementation is documented and in the record.

**Table 1.** Recruitment of Extraordinary Lecturers at the Tarbiyah Faculty of UIN Bandung

No.	Recruitment planning process	Recruitment process	The policy direction for determining the results of recruitment
1.	The planning process for recruiting LB lecturers at the Faculty of Tarbiyah and Teacher Training starts with analyzing the lecturers' needs.	The recruitment process for LB lecturers at the Faculty of Tarbiyah and Teacher Training is carried out by disseminating information on the needs of lecturers.	The policy direction for determining the results of the recruitment and selection of LB lecturers at the Faculty of Tarbiyah and Teacher Training is to get excellent qualified lecturers.
2.	The Faculty leadership then follows up on the stages of the analysis results.	Receive Lecturer application data with administrative requirements.	Following the needs of the Faculty.
3.	-	Carry out a scheduled selection process with stages of CBT exams, interviews, and Microteaching displays.	-

**Source:** Results of field research.

Table 1 above summarizes the process or program for recruiting LB lecturers at the Faculty of Tarbiyah and Teacher Training at UIN Sunan Gunung Djati Bandung. This research follows the framework of Snell and Bohlander Emron Edison regarding. This study strengthens existing theory to clarify the function of human resource management in institutional environments such as government. A good human resource recruitment process will produce organizational pathways that can strengthen the role of institutions, especially in this case, educational institutions. Moreover, with new challenges, Society 5.0 must be realized with excellent human resources starting now. Table 1 above will be reviewed in depth in the following discussion sub-discussion.

## Discussion

The lecturer recruitment process by the Faculty of Tarbiyah and Teacher Training begins with analyzing lecturers' needs. In this case, the analysis is carried out by the Department or Study Program on the needs of the lecturers. After an analysis of the needs of lecturers, this will be submitted to the Administrative staffing section, where the leadership will follow up the proposal by mapping the lecturers' demands. The first step is to start recruiting lecturers. This stage can be regarded as the planning stage in beginning recruitment. The stages of analyzing the needs of these lecturers are contained in the standard operating procedures (SOP) of the Tarbiyah and Teacher Training Faculty of UIN Sunan Gunung Djati Bandung. Because LB lecturers are lecturers from outside certain tertiary institutions, the recruitment process will begin by distributing recruitment information. A recruitment process is carried out with external sources by submitting information through websites or other digital media (Hasanah, 2020; Jiarakorn, Suchiva, & Pasipol, 2015).

The stages of conveying this information inform the criteria for prospective lecturers needed as well as administrative requirements that must be followed and completed by future LB lecturers. The following are the requirements for an LB lecturer:

*First*, Indonesian citizens. *Second*, minimum requirements the maximum age of the applicant is 50 years. *Third*, it has never been sentenced to imprisonment based on a permanent order for a crime punishable by imprisonment of more than two years. *Fourth*, not being dishonorably discharged voluntarily or dishonorably as a civil servant, TNI soldier, member of the Indonesian National Police, or civil servant; cases of Civil Servants, TNI soldiers, do not reside as members of the Indonesian National Police. *Fifth*, may not be a member or administrator of a political party. *Sixth*, Have teaching qualifications that meet the criteria for prospective teachers. *Seventh*, physically and mentally healthy.

The next stage of the recruitment process is the selection process. The recruitment stage is after the applicants for LB Lecturer candidates submit their applications and other administrative requirements, namely the selection stage. The selection process is carried out according to a scheduled schedule, the Computer Based Test (CBT) exam stages are carried out, and then an interview session is held further to strengthen the perspective of prospective LB Lecturer applicants. In addition to these two things, future LB Lecturers will be tested by microteaching in front of several students. The micro-teaching team will also assess how well the LB Lecturer's delivery is in teaching appearance.

As stated by Edison et al. (Edison, Anwar, & Komariyah, 2017, p. 12), who explained the functions of HRM according to experts, one of which is Snell and Bohlander (Bohlander, Snell, & Sherman, 2018), in their book Human Resource Management (HRM), states that the HRM framework consists of Planning, Recruitment, Staffing, Job Design, Training/Development, Appraisal, Communications, Compensation, Benefits, Labor Relation (Planning, Recruitment, Staffing, Job Design, Training/Development, Appraisal, Communication, Compensation, Benefits, Labor Relations) (Baharun, Hefniy, Silviani, Maarif, & Wibowo, 2021; Ikhsannudin & Pakpahan, 2021; Sa'dullah & Hidayatullah, 2020).

The recruitment stages at the Faculty of Tarbiyah and Teacher Training started from the planning stage. The recruitment process and the final step is the policy direction process for determining the results of the recruitment and selection of LB Lecturers. Choosing the results of determining the LB Lecturers who pass is the result of an assignment carried out carefully following SOPs and regulations under permanent regulations. LB lecturers who give have met the qualifications administratively and according to the needs required by the Faculty of Tarbiyah and Teacher Training UIN Sunan Gunung Djati Bandung.

## **CONCLUSION**

From the elaboration of the discussion that has been carried out, it can be concluded that the planning process for the recruitment of LB lecturers at the Faculty of Tarbiyah and Teacher Training starts from the stage of analyzing the needs of lecturers which will be outlined and followed up by the Faculty leadership. Then, the recruitment process for LB lecturers at the Faculty of Tarbiyah and Teacher Training is carried out by disseminating information on lecturer needs, receiving lecturer application data with administrative requirements, and carrying out a scheduled selection process with CBT exam stages, interviews, and Microteaching displays. In addition, the policy direction for determining the results of the recruitment and selection of LB lecturers at the Faculty of Tarbiyah and Teacher Training UIN Sunan Gunung Djati Bandung is to get qualified lecturers according to the needs of the Faculty.

However, this research still focuses on one institution which is small in scope, namely UIN Bandung. The researcher suggests that research on implementing educational resources in recruiting lecturers or academic staff be continued with a more extensive capacity or compared between one

institution and another. This is important to study to provide more substantial input to the government and campus institutions regarding a better and more efficient lecturer recruitment process. In addition, future researchers are expected to focus more on just one element of human resource management, such as implementing human resources, which focuses on strategic management, evaluation management, and planning management.

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