

IMPLEMENTATION OF HUMAN CAPITAL MANAGEMENT (HCM) IN IMPROVING THE QUALITY OF LECTURER PERFORMANCE AT AL GHIFARI UNIVERSITY BANDUNG

Reza F Bukhori¹, M Anang Munawir², Iwan Ardiansyah³,

Al Ghifari University

Al Ghifari University

Al Ghifari University

Email : reza.bukhori@unfari.ac.id

Abstract

This writing examines the implementation of Human Capital Management (HCM) at Al Ghifari University Bandung with a focus on improving lecturer performance. The results of the discussion show that the implementation of HCM in an effort to improve the quality of lecturer performance needs to be carried out as well as possible. There are four main aspects in improving the quality of lecturers. The first is the lecturer recruitment pattern, which must be based on the ratio of lecturers to students, behavior, ability, education and commitment. Second is the assessment of lecturer performance, which must be carried out systematically and measurably using valid indicators such as the Lecturer Academic Performance Index (LAPI). Third is lecturer education and training, which includes further study at a higher level of education as well as training in teaching and research skills that are relevant for lecturer career development. Fourth is lecturer welfare, which includes various programs to increase lecturer motivation and commitment in providing the best contribution. By strengthening these four aspects, it is hoped that the quality of lecturers' performance at Al Ghifari University can continue to develop, in line with the increasingly high demands of the world of education.

Keyword: *Human Capital Management (HCM), Lecturer Performance, Higher Education Quality*

A. INTRODUCTION

Higher education is an educational service provider institution that has strategic roles and responsibilities in creating quality Human Resources (HR). In the process, quality human resources can be achieved through education, research and community service activities as stated in the tridharma of higher education. Lecturers as one of the main actors in implementing the tridharma of higher education have a crucial role in ensuring that the educational process runs effectively, research produces useful innovations, and community service has a real impact.

Human Capital Management (HCM) is a strategic approach in managing human resources by focusing on competency development, innovation and workforce productivity. In the context of higher education, the implementation of HCM aims to improve the quality of lecturer performance through integrated management, starting from recruitment, capacity development, to performance assessment. Through this approach, universities can create a conducive work environment, increase lecturer job satisfaction, and strengthen institutional competitiveness.

Al Ghifari University is one of the universities in the city of Bandung which has several undergraduate education services including English Literature, Economics, Social and Political Sciences, Agricultural Technology, as well as Mathematics and Natural Sciences which are combined as Faculties. In its implementation, Al Ghifari University is required to be able to face challenges in managing lecturer performance so that it remains relevant to community needs and scientific developments. Implementing HCM is one of the strategic steps to improve the quality of lecturers' performance, which ultimately has an impact on the quality of education, research and Al Ghifari University's contribution to society.

In essence, HCM for universities is an investment. Investment in HCM development is expenditure aimed at improving the productive capacity of lecturers which includes various aspects, such as increasing competence through training, seminars and workshops, strengthening academic qualifications through

advanced study programs, as well as providing supporting facilities that support lecturer activities in teaching and research, and community service.

An American economist, Becker (1965), stated that investment in training and increasing human capital is as important as investment in other forms of capital. Investment in human resources, in this case lecturers, is very important because it has a big influence on lecturer productivity. With a structured HCM approach, universities are not only able to produce competent graduates, but also create institutions that are adaptive and competitive in the era of globalization.

Therefore, this research focuses on analyzing the implementation of Human Capital Management in an effort to improve the quality of lecturer performance at Al Ghifari University, with the aim of providing strategic recommendations that can be applied for more effective, efficient human resource management and is expected to contribute to the development of management policies. lecturer at Al Ghifari University.

Based on the background above, the problem formulation in this paper is "How to implement Human Capital Management (HCM) in improving the quality of lecturer performance at Al Ghifari University" and The aim of writing this paper is to explain the implementation of Human Capital Management (HCM) in improving the quality of lecturer performance at Al Ghifari University.

B. THEORITICAL REVIEW

Human Capital

Human Capital Theory is a thought which considers that humans are a form of capital or capital goods like other capital goods. According to Todaro (2015; 365-366) states that the concept of Human Capital can be seen through someone who invests with the aim of obtaining a higher level of consumption in the future. Investment in Human Capital takes the form of investment in the fields of education and health. This can be explained if the higher a person's education or the more training they have, the higher their abilities and skills. Meanwhile, health is a field that is interrelated with education. Higher education without a healthy body will not increase productivity. Meanwhile, higher education can also influence a person's level of health awareness.

According to Schermerhon (2005), Human Capital can be interpreted as the economic value of human resources which is related to their abilities, knowledge, ideas, innovation, energy and commitment. Human Capital is a combination of knowledge, skills, innovation and a person's ability to carry out their duties so that they can create value to achieve goals. The formation of added value contributed by Human Capital in carrying out its duties and work will provide sustainable revenue in the future for an organization (Malhotra 2003 and Bontis 2002 in Rachmawati and Wulani 2004).

a. Human Capital Concept

The main concept of Human Capital according to Becker (1993:71) is that humans are not just resources but are capital that produces returns and every expenditure made in order to develop the quality and quantity of that capital is an investment activity. The concept of Human Capital exists because of a change in human resources such that the human abilities used and distributed will not decrease and will actually improve for each individual concerned, workers are able to share intelligence with other workers.

The importance of Human Capital in today's era is that it must be strong in a competition both financial and non-financial, a leader can recognize that someone has high skills and motivation to be able to provide significant performance improvements, changes that occur very quickly because of the existence of a process and also technology. If you can't balance it, you will be left behind, therefore it is important to implement changes, the workforce in the industry must have better skills and abilities so that they are not left behind.

Human Capital Management (HCM) is a strategic approach to human resource management that focuses on the knowledge, skills, abilities and capacity for development and innovation possessed by people in an organization (Baron and Armstrong, 2008)

HCM is an integrated effort to manage and develop human capabilities to achieve high and significant levels of performance (Chatzkel). Chatzkel further said that HCM is an effort to manage and develop human abilities to achieve significantly higher levels of performance (Chatzkel, 2004)

The concept of Human Capital Management (HCM) answers the idea of how someone has competence according to their position/work position by placing highly talented workers in positions/positions that suit their talents. This theory assumes that business profits grow and are sustainable when a company is able to produce goods and services that suit customer needs better than those offered by its competitors.

b. Human Capital Management Component

Human capital is a very important component in organizations. Humans with all their abilities, when fully utilized, will produce extraordinary performance. In HCM, there are several important components that are useful in it, namely:

1. Talent Management

The first component is talent management which allows organizations to manage the entire talent lifecycle. Starting from searching and recruiting new employees effectively, managing goals or performance, rewarding performance, providing continuous learning, developing careers, and others.

2. Workforce Management

The next component in HCM is workforce management. Workforce management will control labor costs, reduce manual processes, and simplify compliance for all employees globally.

3. HR Activities

HCM will facilitate HR activities in every task, including managing employee and company needs. For example, HCM can create an HRIS system and manage work components including employee lifecycle, HR strategy, employee engagement, and detecting fraud.

C. DISCUSSION

Condition of Human Capital at Al Ghifari University

Al Ghifari University is one of the tertiary institutions in the city of Bandung which has several undergraduate education services including the English Literature Study Program, Management, International Relations, State Administration, Agricultural Industrial Technology, Food Technology and Pharmacy which are spread across 5 Faculties in Al Ghifari University. The condition of Human Capital at Al Ghifari University can be seen from the data on the distribution of permanent lecturers and the lecturers' strategic plans as follows.

Table 1 : Al Ghifari University Permanent Lecturer Distribution

No	Faculty	Masters Study Program	S2	S3	Total
1	Literature	English Literature	6	2	8
2	Economics	Managemen	13	5	18
3	Social & Political	International Relations	7	3	10
4	Sciences	State Administration	13	11	24
5	Agricultural	Agricultural Industrial			
6	Technology	Technology	6	1	7
6		Food Technology	5	2	7
7	Mathematics & Science	Pharmacy	22	3	25
Total of Lecturers			72	27	99
Total Percentage of Lecturers			72,5%	27,5 %	100%

Source : PDDIKTI

Based on the data above, the distribution of permanent lecturers and the level of education of lecturers at AL Ghifari University is still dominated by lecturers with Master's education at 72.5% and lecturers with Doctoral education at 27.5%.

Human Capital Development Program at Al Ghifari University

Human Capital development for lecturer educational staff in an effort to improve the quality of performance can be emphasized in the following developments:

1. Recruitment Pattern for Educational Personnel/Lecturers

The recruitment pattern for lecturer educational staff is based on several considerations, including the minimum requirement for adequacy for each study program, so that gradually the ideal ratio between students and lecturers is achieved. Behavior, Performance, Commitment and Skills of lecturers. Efforts to reduce the number of Extraordinary Lecturers and be able to maximize existing Permanent Lecturers, as well as increasing the profile of lecturers at Al Ghifari University with further studies and promotions to lecturer academic positions.

2. Lecturer Performance Assessment

Performance assessment is an attempt to obtain quantitative information about the quality of lecturers' competence and motivation. Effective performance assessment will play a major role in increasing lecturer productivity and quality. Cumulative Credit Point (CCP) for lecturers must begin to be implemented at Al Ghifari University as a strategy for assessing lecturer performance, as is the case in other higher education institutions. From the results of this assessment, lecturers will receive academic positions that represent the quality of their competence and are entitled to certain compensation. So far, performance assessment models have not been based on systematic indicators and strategies based on good planning patterns. So it is still difficult to obtain the validity of representative lecturer assessment results based on their competency. One indicator of lecturer assessment that is generally accepted in a higher education institution is lecturer performance in front of the class, namely by applying lecturer performance figures or often also called the Lecturer Academic Performance Index (LAPI) which accommodates the assessment components of students, and this quantity can be used to improve the quality of teaching in the classroom in the future.

3. Lecturer Education and Training

To increase the acceleration of Al Ghifari University, as well as meet regulatory demands and community needs as well as improve the quality of education and teaching at Al Ghifari University, it is stated in the Strategic Plan (Renstra) and Annual Activities of the Garapan Unit (KTUG), namely further study to a higher level of education supported by adjusted increases in lecturer academic positions. Based on data on lecturer education at Al Ghifari University, there are 99 permanent lecturers, of which 72 have master's degrees and 27 have doctoral degrees. To increase the profile and quality of lecturers at Al Ghifari University, they must make efforts to support the further studies of Master's degree lecturers leading to Doctoral degrees. In accordance with the annual strategic plan, there are at least 1-2 lecturers with Master's degrees to continue their studies to Doctoral level. This must be supported by Al Ghifari University in terms of finances, study permits and other educational support. Apart from improving education, it is also necessary to carry out training on lecturers' abilities in accordance with their expertise, this is stated in KTUG, where there are programs for PEKERTI training (Basic Instructional Techniques Skills Improvement Program), Applied Approach (AA), Learning Media Development Training, Lecturer Research Training, and other training that is able to improve the quality and careers of lecturers at AL Ghifari University.

4. Lecturer Welfare

In order to build the commitment of lecturers to always give their best contribution, Al Ghifari University strives to always pay attention to the welfare of lecturers by running lecturer welfare programs in the form of pension programs, professional allowances (academic positions, research and community service, preparation of textbooks, scientific work), leave, recreation and health. It is hoped that by ensuring welfare, Al Ghifari University lecturers can work optimally and provide the best for the institution.

D. CONCLUSION

Human Capital development of lecturers at Al Ghifari University focuses on four main aspects to improve the quality of lecturers' performance. First, the lecturer recruitment pattern must prioritize the

match between the number of lecturers and students, as well as the quality of lecturers based on behavior, commitment and ability. Increasing the profile of lecturers is also encouraged through further study and promotion to academic positions. Second, lecturer performance assessments need to be carried out more systematically and measurably, using valid indicators, such as the Lecturer Academic Performance Index (LAPI), which includes student assessments and teaching aspects. Third, lecturer education and training needs to be improved, both through further study to a higher level and training in relevant teaching and research skills. Fourth, lecturers' welfare is also a concern, with various welfare programs that can increase lecturers' motivation and commitment to make the best contribution to the institution. With these efforts, it is hoped that the quality of performance of Al Ghifari University lecturers can continue to develop, in line with increasingly higher educational demands.

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