

Research article

Employee Management at Universitas PGRI Semarang

Suwarno Widodo, Mahmud Yunus*, Qristin Violinda, R Istiyarningsih, and Rahmad Robi Waliyansyah

Universitas PGRI Semarang, Indonesia

Abstract.

This study explores the practice of employee management at Universitas PGRI Semarang. The study discusses the management practices of lecturers and employees based on indicators of recruitment, training, performance appraisal, career planning, job definition, employee participation, and compensation. The authors have used qualitative research methods, and data were obtained through observation, documentation, and in-depth interviews with leaders, lecturers, and employees of Universitas PGRI Semarang. Researchers found evidence that employee management practices based on indicators of recruitment, training, performance appraisal, career planning, job definition, employee participation, and compensation have been implemented quite well. The novelty of this research is the strategy carried out by Universitas PGRI Semarang in managing employees effectively and efficiently to achieve the vision, mission, and goals of the university.

Keywords: recruitment, training, career planning, employee participation, and compensation

Corresponding Author: Mahmud Yunus; email: mahmud_yunus@upgris.ac.id

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1. Introduction

Human resources are an important part for companies to mobilize other resources such as financial and material resources [1]. Employee management is expected to identify employees who have the potential to fill key positions for the company in the future [2]. Pegawai seringkali mengutamakan pemenuhan kepentingan dirinya sendiri daripada perusahaan [3]. Employee failure can hurt weakened leadership, an uncomfortable work atmosphere, and decreased productivity [4].

Employees who have high potential, if not managed properly, are likely to leave the company [5]. Loss of employees who have the potential and will be very detrimental [6], because the company has to spend money to recruit new employees, provide training, coaching, and development to experience [7]. So it can be said that employees are the most important part of the organization [8].

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Organizations can apply employee management practices to maintain a competitive advantage. Good employee management will increase employee satisfaction and commitment which consequently leads to increased individual and team performance [9]. Implementation of employee management practices includes employee training and development, teamwork orientation, employee performance appraisal, and human resource planning [10].

Performa Higher education is an organization in the field of educational services [11]. Every university has a vision, mission, and goals that it wants to achieve [12]. Universities in carrying out teaching, research, and community service activities need to recruit, maintain and develop the potential of lecturers and employees [13]. Universities need lecturers and employees who have high potential and motivation so that they can be committed to carrying out their work [14].

Effective employee management practices are expected to increase the commitment and motivation of lecturers and employees to develop the university [15]. So it can be said that good management of lecturers and employees plays an important role in increasing rankings in the main fields of education [16]. High motivation from lecturers and employees is expected to increase academic reputation, quality of academic programs, quality of research, contribution to community service [17]. Many universities in the world have begun to develop strategies for employee management practices because they realize the importance of promoting university performance [18].

Currently, there is fierce competition between universities [19]. Competition in achieving achievements on who is the best university and competition for prospective students [20]. To win the competition, lecturers and employees must have good potential or motivation [21]. If the potential or motivation of lecturers and employees is not as good as expected, the university will lose in the competition and cannot fulfill its objectives [22]. Universities are expected to consistently develop the potential and abilities of lecturers and employees [23].

Universitas PGRI Semarang is one of the universities located in Central Java, Indonesia. The vision of Universitas PGRI Semarang is to become a university that excels and has an identity, while its mission is to organize chess dharma (education, research, community service, and example) to form intellectuals and leaders who are superior and have a national character for the benefit of life and life.

Universitas PGRI Semarang won an award from the Ministry of Education and Culture 2021 as the first-ranked university with the most research. Universitas PGRI Semarang is also ranked 7th nationally in the main cluster category. Meanwhile, for community

service, Universitas PGRI Semarang ranks second in Central Java. At the national level, it is ranked 7.

The achievements of Universitas PGRI Semarang in teaching, research, and community service are inseparable from the practice of employee management. Therefore, researchers are interested in examining how the practice of employee management at the Universitas PGRI Semarang.

2. Methods

The method used in this research is descriptive qualitative. The reason the researcher chooses qualitative research is that the purpose of this research is to reveal in-depth how the practice of employee management in Universitas PGRI Semarang. Management practices used in this research are recruitment, training, performance appraisal, career planning, job definition, participation, and compensation.

Informants in this study were Vice-Chancellor 1, Dean, Head of Study Program, lecturers, and employees of Universitas PGRI Semarang. Data collection techniques using in-depth interviews, documentation, and observation. Sources of primary data were obtained directly by researchers with observation, documentation, and in-depth interviews with informants. while secondary data is in the form of articles, books, and other documents that the researcher obtained from the second party.

Data analysis using interactive model Matthew B. Miles, A. Michael Huberman, interactive model elements include data reduction, data presentation, and concluding/verification. At the time of the interview, the researcher had analyzed the answers of the interviewees. Activities in qualitative data analysis are carried out interactively and continue to completion so that the data is saturated. Activities in data analysis are data reduction, data presentation, and concluding/verification.

3. Results & Discussion

Based on the results of in-depth interviews, observations, and documentation conducted by researchers regarding the practice of employee management at the University of PGRI Semarang, the following are the results and discussion.

3.1. Recruitment

The practice of employee and employee recruitment management at Universitas PGRI Semarang is carried out through several stages. After the University leadership conducts an analysis based on data, facts, input, and suggestions regarding the needs of lecturers or employees, the University leadership forms a committee for accepting lecturers and employees. The committee informs about the recruitment of lecturers or employees openly both on the official website of Universitas PGRI Semarang and in national print media.

The lecturer recruitment stage, begins with the administrative selection according to needs, both the appropriate educational background, health certificate, and other completeness of the files. After passing the administrative stage, the next stage is the selection of psychological tests and academic ability tests. After the prospective lecturer is declared to have passed the psychological test and the academic ability test, the next stage is an English language proficiency test with an online TOEFL test. After passing the TOEFL test, the last stage of the recruitment of prospective lecturers at Universitas PGRI Semarang is interviews and teaching practices.

At the time of the interview, each prospective lecturer was asked questions by a team of interviewers consisting of elements of the foundation, elements of the rectorate, elements of the dean, elements of the study program, and elements of psychology experts. The interview team assesses prospective lecturers based on their teaching skills, work experience, potential, and work motivation. The interview team will select prospective lecturers who have teaching skills, high potential work experience, and high motivation to work together to develop Universitas PGRI Semarang.

The employee recruitment stage begins with the administrative selection according to needs. At the administrative selection stage, the completeness of the files is a job application letter, curriculum vitae, photocopy of Identity Card, legalized diploma, training certificate, or other required files. The next stage after the administrative selection is the stage of the academic ability test and psychological test, the last stage is the interview stage with the interviewer from the foundation element, the rectorate element, and staffing.

Employee recruitment at Universitas PGRI Semarang can be said to have gone well. The stages of employee recruitment are carried out professionally and transparently. Employee recruitment at Universitas PGRI Semarang is carried out to recruit potential lecturers or employees. This is in line with the opinion [24] which argues that the main

purpose of organizations conducting recruitment is to identify and recruit potential employees.

The interview team consisted of elements of the foundation, elements of the rectorate, elements of the dean, elements of the study program, and elements of psychology experts so that Universitas PGRI Semarang can recruit and select new employees appropriately who have the appropriate qualifications and are needed by the university. Good recruitment and selection will lead to competitive advantage and high university performance.

3.2. Training

The practice of management training for lecturers is carried out by Universitas PGRI Semarang, including training in the use of learning applications, training in writing scientific articles, training in making research grant proposals and grant proposals for community service. Universitas PGRI Semarang also provides opportunities for lecturers to take part in training organized by government agencies and private institutions. Some lecturers respond well to training and take training activities seriously so that they can improve their skills but some lecturers do not respond at all.

Competency training according to the field, especially for employees at Universitas PGRI Semarang, has not been carried out optimally. It is necessary to design training for employees so that they can adapt to the development of information technology, finance, leadership, and other necessary training. This training can be carried out by empowering expert trainers both internally and externally.

The training for lecturers within the Universitas PGRI Semarang has been going well even though some lecturers did not respond well. Meanwhile, training for employees has not been going well. Training for lecturers and employees is needed to improve the skills, knowledge, and other abilities needed to do the job. Training is also expected to be useful for improving employee attitudes and morale considering the increasingly complex work they are facing.

Training for lecturers and employees should be directed to improve the performance of lecturers and employees so that the performance of Universitas PGRI Semarang will increase. Especially to achieve the vision, mission, goals of the university, and the ability of Universitas PGRI Semarang to compete competitively with other universities.

3.3. Performance assessment

The management practice of assessing the performance of lecturers at Universitas PGRI Semarang is carried out by the Head of the Study Program and the Dean every 6 months. The research includes job duties such as teaching, research, and community service activities. Performance appraisal also assesses performance behaviors such as service orientation, integrity, commitment, discipline, cooperation, and leadership. The research was carried out quantitatively and qualitatively based on the results of observations and lecturer performance data. Implementation of performance appraisal on employees is carried out by the employee's direct supervisor, but the implementation has not been carried out optimally.

Based on the results of an interview with one of the Heads of the Study Program, researchers obtained information that the implementation of employee performance appraisal at PGRI University tends to run less than optimally. Performance appraisal is considered to have no follow-up and is carried out only as a formality. Performance appraisals should be carried out to communicate the results of employee performance how well they are completing work and as an evaluation of future performance improvements.

3.4. Career Planning

Universitas PGRI Semarang provides open opportunities for its employees to plan a career at Universitas PGRI Semarang. Every lecturer has the opportunity to occupy a strategic position or position. In the election of the Chancellor, the Vice-Chancellor, Dean, Deputy Dean, Head of Study Program, and Secretary of Study Program are informed openly. Lecturers who meet the requirements will receive an invitation to a registration form to nominate themselves.

Employees who plan their careers are aware of their skills, knowledge, motivation, and personal characteristics to get opportunities and career choices at Universitas PGRI Semarang. Career planning is part of employee management that is carried out to align the interests and skills of employees with the needs of the organization.

3.5. Job Definition

New employees of Universitas PGRI Semarang always get orientation either at the university level or at the Faculty level. The purpose of the orientation is so that lecturers and

employees understand their job descriptions such as their duties and responsibilities. An explanation of the definition of an employee's work is carried out so that there is clarity in carrying out his work.

A clear job definition avoids confusion, poor work practices, work disharmony, and subjective understanding of the work being done. Job definition makes employees work effectively which has an impact on the effectiveness of university performance.

Universitas PGRI Semarang explains the main duties and functions of employees in the University Statutes and Rector's Regulations. Definitions and job specifications that clearly outline the duties, responsibilities, and working conditions, it is hoped that the work of employees is in line with the vision, mission, and goals of Universitas PGRI Semarang.

3.6. Employee Participation

Management of employee participation in the Universitas PGRI Semarang is carried out by fostering a sense of belonging to the university. Universitas PGRI Semarang organizes campus activities to familiarize employee participation such as gymnastics every Friday morning, dies Natali's events, halal bi halal, and other activities.

Universitas PGRI Semarang provides opportunities for lecturers and employees to participate in providing input to the leadership for improving organizational performance. Employee role participation in university decision-making processes.

3.7. Compensation

The compensation management carried out by Universitas PGRI Semarang is quite good. Compensation is given to lecturers and employees who are willing to carry out their work, duties, and responsibilities. Compensation management has been well organized and has used a digital application system.

Universitas PGRI Semarang strives to provide appropriate and fair compensation to lecturers and employees so that they feel valued. Compensation is given according to skills, abilities, and contributions to Universitas PGRI Semarang. Compensation outside of salary such as compensation if the lecturer succeeds in publishing an article in the Sinta 2 Journal or a reputable International Journal.

4. Conclusion

This study concludes that the practice of employee management has been carried out by the University of PGRI Semarang. Employee recruitment management practices have been carried out in good stages. The practice of management training for lecturers is good, training for employees has not run optimally. Performance appraisal management practices have been carried out although some consider it just a formality. The practice of career planning management has been carried out by providing opportunities for employees to plan their careers.

The practice of job definition management has been carried out through the orientation of the job definition of duties and responsibilities. The practice of employee participation management has been carried out by raising employee awareness. The practice of compensation management has considered fairness and rewards based on performance and contributions to Universitas PGRI Semarang.

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