

**The Role of Personnel Management Supporting Telkom University's  
Excellent Accreditation Ratings**

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**Abstract:** Human resources are a system driver that has a big influence on the goals of an organization. The functions of Higher Education include developing innovative, responsive, creative, skilled, competitive, and cooperative Academic Civitas through the implementation of Tridharma. To be able to carry out this function, a higher education organization requires human resources who have high competence. The purpose of this study is to describe the role of personnel management in supporting the best accreditation ranking of Telkom University. This study uses a qualitative method. The results of the study indicate that the nine management personnel that have been implemented by Telkom University have been in accordance with the main function of management. This is a manifestation of the implementation of a higher education system at Telkom University that has met national standards.

**Keyword:** Accreditation, Education, Management, Personnel, Human Resources

## **1. Introduction**

Human resources are a system driver that has a major influence on the achievement of an organization's goals. The development of science and technology with high dynamics adapting to changing times demands quality human resources so that they can quickly and accurately respond to environmental needs. In responding to environmental needs, the state has designed an education system with various levels including higher education levels.

Indonesia Law Number 12 of 2012 concerning Higher Education explains in article 4 that the functions of Higher Education include developing innovative, responsive, creative, skilled, competitive, and cooperative Academic Civitas through the implementation of the Tridharma. To be able to carry out this function, a higher education organization requires human resources who have high competence (Wayne and Elias, 1981).

Referring to the law, universities are required to continue to make changes to improve their quality in order to achieve higher education goals in general and achieve organizational goals in particular, one of which is the management of personnel in it. Telkom University is a university with an excellent accreditation based on the Decree of the National Accreditation Board for Higher Education Number 407/SK/BAN-PT/AK-ISK/PT/V/2021 concerning Conversion of University College Accreditation Ranks. This became something that attracted the author to conduct a study entitled "The Role of Personnel Management in Supporting the Excellent Accreditation Ranking of Telkom University"

## **2. Methods**

This research uses a qualitative method. Salim (2012) state that one of the main characteristics of qualitative research is descriptive, namely the data collected takes the form of words or pictures rather than numbers. Moleong (2007) which states that research that intends to understand phenomena about things experienced by research subjects as a whole, and by means of descriptions in the form of words and language, in a special natural context and by utilizing various scientific methods.

The data collection technique in this study was through direct or undisguised observation. Researchers try to find and reveal data in the field naturally. Consequently, researchers must carefully and wisely apply data collection techniques in the field to resource persons, so that the data obtained are truly natural. All processes carried out by the researcher are known to all the people being studied. "But at one time researchers did not openly or covertly in observations, this was to avoid if the data sought was data that was still kept secret. It is possible that if it is done frankly, the researcher will not be allowed to make observations.

In addition, the data collection technique in this study was a structured interview. Before conducting the interview, the researcher determined the following: (1) Determined to whom the interview would be conducted. (2) Save

the main issues that will be the subject of discussion. (3) Initiating or opening the interview flow. (4) Confirming the summary of the results of the interview and ending it. (5) Writing down the results of the interviews into field notes, and (6) Identifying the follow-up to the results of the interviews that have been obtained.

### **3. Results and Discussion**

Based on the results of observations and structured interviews, it is known that the management of personnel at Telkom university is carried out through 9 components, namely planning, recruitment/procurement, Development Placement, Assessment, Supervision, Salary, Separation/pension. These 9 components are described in the following discussion:

#### **Planning**

Planning for personnel procurement at Telkom University is carried out to determine the organizational manning of Telkom University, both structural and functional positions in the future. Planning for personnel procurement at Telkom University is carried out by means of ratio analysis, where Telkom University personnel needs for both structural and functional positions will be predicted in one period. So the personnel department can find out and predict the need for Telkom University personnel every 5 years based on the development of existing ratios, such as the interest of new students and the condition of the existing Telkom University personnel.

#### **Recruitment/Procurement**

The implementation of the procurement of personnel at Telkom University Bandung, both educators and education staff is carried out incidentally according to the needs of the organization. The recruitment process is carried out in 3 stages, the first is the qualification stage which begins with collecting the required documents, then the qualifications are grouped based on diplomas, technical skills, conceptual skills, experience, age, gender, physical condition, physical aesthetics, talent, and temperament.

The second stage is Selection. Prospective Personnel of Telkom University, must have the requirements, namely (a) Educators at least have a doctoral degree education or doctoral candidates who are linear with the study program and obtained from an accredited university A. (b) Educational staff have at least a linear doctoral master's degree education with a study program and obtained from

an accredited university A. (c) Have good English language skills, stated by a minimum TOEFL score of 500 from the test institution determined by Telkom University. (d) Has an Academic Position, Publication of International Scientific Papers as First Author. (e) Have a certificate of passing TPA Bappenas at least 500. (f) Not involved in a legal case which is stated with a letter of good behavior. (g) Have good health, as stated by a doctor's medical certificate and a maximum age of 55 years and not bound by other agencies. (h) Pass the selection, in stages: General knowledge and academic or skill tests, psychological tests, interview tests and health tests (Syafrizal, 2017).

The third stage is training. The new Telkom University personnel who pass the selection, then carry out training at the Telkom Foundation Badiklat for 3 months using the Vestibule Method where these personnel carry out separate training to simulate in real their main tasks according to their respective fields with the supervision of instructors/supervisors.

### Placement

The placement of Telkom University personnel is carried out based on 4 principles. The first principle is The Right Man On The Right Place, this principle is important to implement in the sense that the placement of Telkom University personnel is based on the ability, expertise, experience and education of the person concerned. The second principle is Equal Pay for Equal Work, the provision of remuneration to personnel based on the work performance obtained by the personnel concerned. The third principle is Unity of Direction, this principle is applied in the company to every Telkom University personnel who work in order to carry out the tasks required in one direction, unite the implementation of tasks and in line with the programs and plans outlined. The fourth principle is Unity of Purpose, this principle is closely related to unity of direction, meaning that the direction carried out by Telkom University personnel must be focused on the goals achieved.

If every Telkom University personnel will occupy a position, then an assessment will be carried out beforehand by the Assessment Team determined by the Rector. After being declared to have passed the assessment, the personnel does not automatically occupy the position but through the PJS (Temporary Official) position for 3 to 6 months under the supervision of the Assessment Team. After that period of time, the Assessment Team together with the Rectorate officials will hold a limited session to determine whether or not the personnel is worthy of

occupying the designated positions. Every fiscal year, Telkom University always carries out skill upgrades through workshops (Narwoko and Suyanto, 2010).

### Career Development

Telkom University personnel career development through education and competency improvement (Mustafa and Salim, 2012). Education is carried out in a special way. This is intended for the best personnel who are deemed necessary to develop their education because their previous education was not sufficient with free financing from the Telkom Foundation and scholarships from LPDP. Further education is carried out in an organization there are roles that influence it. Miftah (2005) explains that the role as a series of behaviors that arise because of a position. Personnel management is a role that determines the quality and existence of Telkom University as a higher education institution that has a good image in Indonesia.

The results of the study indicate that personnel management at Telkom University has been carried out in accordance with the main functions of personnel management as described by Prameswari & Yugandhar (2015) said the key functions of the Human Resources Management (HRM) team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. That the main functions of managing Human Resource Management (HRM) include recruiting people, training them, performance appraisals, motivating employees and communication at work, safety at work, and more (Bernardin and Russel, 2010). In addition, Sitio (2020) explains that the function of human resource management related to managerial or HR management generally includes (1) Planning for HR needs, (2) Staffing according to organizational needs, (3) Performance appraisal, (4) Improving the quality of workers and the work environment, and (5) Achieving the effectiveness of working relations.

The Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 3 of 2020 concerning National Higher Education Standards explains that there are 8 national education standards including the standards of lecturers and education staff (Puspitasari et al, 2020; Wulandari et al, 2018). With this regulation, personnel management has an important role in supporting excellent accreditation ratings at Telkom University (Soekanto, 2002; Suhardono, 1994).

The management of personnel at Telkom University is carried out systematically and systematically and sustainably. It is said to be systematic because each stage is interrelated. It is said to be systemic because it is done in stages. And it is a sustainable thing because at every stage it supports improving the quality of lecturers starting from abilities, skills, positions, to welfare. This is also in accordance with the Law of the Republic of Indonesia Number 12 of 2012 concerning Higher Education which explains in article 4 that the functions of Higher Education include developing innovative, responsive, creative, skilled, competitive, and cooperative Academic Civitas through the implementation of the Tridharma.

#### **4. Conclusion**

The nine components of personnel management that have been implemented by Telkom University are in accordance with the main functions of personnel management. This is a manifestation of the implementation of a higher education system at Telkom University that has met national standards. This suitability becomes a benchmark for the success of a higher education and as a criterion in the assessment of the National Accreditation Board for Higher Education (BAN-PT), resulting in superior accreditation for Telkom University.

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