ANALYSIS OF SUPPORTING AND HINDER FACTORS IN IMPROVING HUMAN RESOURCE COMPETENCE AT PALANGKA RAYA UNIVERSITY

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Abstract

This study provides a concise overview of Palangka Raya University (UPR), a state university founded in 1963. UPR, operating as a Public Service Agency, has implemented strategic changes in response to financial management adjustments, particularly focusing on elevating the quality of higher education lecturers. The research evaluates UPR's performance over the last five years, resulting in the identification of five key business strategies. Examining UPR's human resources, the study outlines the organizational structure, emphasizing teaching staff and education personnel. In 2022, an analysis of lecturers' academic positions, space class, and gender distribution highlights the diversity within the university. Additionally, education personnel are scrutinized based on gender, age, years of service, and rank, providing a comprehensive insight into UPR's human resources landscape. Descriptive analysis pinpoints supporting factors, such as the competency certification process and research roadmaps, and inhibiting factors, including a lack of leadership synergy and lecturer awareness. Budgetary constraints, insufficient person-in-charge roles, and a lack of specific strategies are identified as obstacles. The research concludes with actionable recommendations to enhance human resource quality at UPR, emphasizing skills development, government support, reward systems, and the cultivation of professional attitudes and personality maturity. These strategies aim to foster a more productive and inclusive work environment in alignment with UPR's vision of producing competitive and morally grounded human resources.

Keywords: Human Resource, Factors, Descriptive, Performance.

1. Introduction

Human resources refer to the vital element in an organization that consists of individuals who contribute to the implementation of various activities and organizational goals. Human resources cover all aspects related to humans in the work context, including the knowledge, skills, experience, and values and motivations possessed by each individual. In an organizational context, human resources are agents capable of shaping corporate culture, increasing productivity, and responding to the dynamics of the business environment. Qualified human resources are able to increase productivity, create innovation, and provide a competitive advantage. Human resources become the main determinant in achieving competitive advantage and adapting to continuous changes in the business world and organizations (Nurtjahjawilasa 2016).

In the era of globalization and intense competition, human resource competencies are also key to maintaining organizational competitiveness. Increasing skilled human resources helps organizations to compete at the global level and adapt to rapid changes in the business world (Dessler, 2005). Increasing the competence of human resources is

an undeniable necessity in an ever-evolving business environment. Skilled human resources can overcome complex challenges, adapt to change, and deliver optimal performance. Skilled human resources have the ability to think critically, solve problems, and make positive contributions to the development of new ideas. By improving competencies, organizations create an environment that stimulates intellectual development and growth.

Human resource management involves planning, developing, motivating and maintaining these individuals so that they can perform optimally in accordance with organizational goals and values. One way of managing human resources is with performance management. Performance management is a systematic approach or process designed to increase employee productivity, efficiency, and effectiveness in achieving organizational goals (Sedarmayanti 2017). The performance management process involves planning, monitoring, measuring, evaluating, and developing employee performance. Performance management not only focuses on quantitative aspects, such as productivity and target achievement, but also considers qualitative aspects, such as behavior, ability to work in teams, and individual skill development. Performance management has a significant impact on improving the quality of human resources in an organization (Syahputri 2023).

The background of this research is based on a deep understanding of the crucial role of human resources in the context of universities as higher education institutions. The competence of human resources in the university environment plays a central role in supporting the mission and vision of higher education. Improving the competence of human resources in universities aims not only to improve the quality of teaching and research but also to create an academic environment that is dynamic, inclusive and responsive to global developments. Improving the competence of human resources in universities is not only related to academic aspects, but also involves interpersonal skills, managerial skills, and mastery of information technology.

This study aims to identify supporting and inhibiting factors in improving human resource competencies in the university environment. Supporting factors such as the commitment of university leaders, policies that support human resource development, access to supporting resources, and an organizational culture that supports learning and growth are expected to provide a strong foundation for improving human resource competencies and capacities. On the other hand, an in-depth understanding of inhibiting factors, such as budget constraints, change resistance, lack of external support, and unsupportive policies, will help universities design effective strategies to overcome these barriers. Thus, this research is expected to provide a holistic view of the challenges and opportunities in human resource improvement in the university environment. With a better understanding of the influencing factors, universities can design more targeted strategic measures to achieve sustainable and successful performance.

2. Theoretical Background

The concept of human resource performance involves evaluating individual and group achievements in attaining organizational goals. Several theories, as expressed by Armstrong and Baron (2004), emphasize the importance of performance management as a coordinated approach to improving human performance through the development of individual and group capabilities. The main goal of performance management is to increase productivity, innovation and competitive advantage of the organization. The

performance management approach also includes employee feedback and development cycles. According to Aguinis (2019), an effective feedback cycle involves goal setting, performance measurement, structured feedback, and development planning. A key factor in performance management involves setting clear and measurable goals, creating a solid foundation for measuring employee and team achievements. Investment in skills development and employee training is also an important element, enhancing individual competencies and strengthening organizational competitiveness.

Human resource development plays a critical role in an organization's growth and sustainability strategy. A focus on improving the skills, knowledge and capacity of employees through training helps organizations adjust to changes in the external environment. Skilled and knowledgeable human resources are considered effective agents of change, helping organizations stay relevant and competitive in a dynamic market.

3. Methods

The types of data used in this research are primary data and secondary data. Primary data was obtained by conducting interviews directly with experts. This interview was conducted to obtain data and information related to supporting and inhibiting factors in improving the performance of human resources at Palangka Raya University. The sampling technique in this study used a non-probability sampling method with purposive sampling technique, which is the withdrawal of samples by selecting subjects based on specific criteria determined by the researcher. Expert assessment (key person) is the right measure to find out the situation and conditions related to human resources at Palangka Raya University. The samples selected for expert assessment related to the condition of human resources at Palangka Raya University are as follows:

Table 1. Samples Selected Assesment

No.	Position	Date of interview
1	Rector of Palangka Raya University	31-10-2023
2	Vice Rector for Academic Affairs, University of Palangka Raya	23-10-2023
3	Team Leader of PDDIKTI and IKU of Universitas Palangka Raya	17-10-2023
4	Head of Academic Affairs Team, University of Palangka Raya	20-10-2023
5	Head of General and Financial Bureau of Universitas Palangka Raya	26-10-2023
6	Head of the Compilation Team for the Financial Management Pattern of Public Service Agency and Preparation of Business Management Agency of Palangka Raya University in 2023.	16-10-2023

4. Results and Discussion

4.1 Overview of Palangka Raya University

Palangka Raya University (UPR) is a state university established on November 10, 1963. The vision of Palangka Raya University is "To become the best university in producing quality, Pancasila-moral, and highly competitive human resources (HR)". Palangka Raya University is designated as a government agency that applies the

management pattern ofthe Public Service Agency since the enactment of the Decree of the Minister of Finance of the Republic of Indonesia Number 495/KMK.05/2022.

Figure 1. University of Palangka Raya

The determination of the status of Palangka Raya University as a Public Service Agency provides significant changes to financial management which then has an impact on the business strategy plan of Palangka Raya University, one of which is improving the quality of higher education lecturers. The determination of Palangka Raya University's business strategy plan was carried out by assessing the performance of Palangka Raya University for the last five (5) years, namely 2017 - 2021. The performance assessment of Palangka Raya University refers to four (4) aspects of performance, namely service aspects, financial aspects, human resource aspects, and infrastructure aspects. Based on the evaluation of the performance, Palangka Raya University has developed five (5) main business strategies, namely: (1) increasing the quality of UPR graduates by increasing the number of students and the quality of graduates; (2) increasing the quality of UPR lecturers by increasing the competence of human resources and the quality of tridharma activities; (3) increasing the quality of UPR curriculum and learning by increasing partnership cooperation at home and abroad; (4) increasing the governance of work units within UPR by improving organizational governance and improving standardized organizational infrastructure; and (5) developing the revenue generating unit (RGU) of UPR by developing and optimizing assets owned by UPR.

4.2 Condition of Human Resources of Universitas Palangka Raya

Organizational structure is the basic framework that guides the way an organization organizes and manages its resources, tasks, and responsibilities. The organizational structure supports the achievement of organizational performance by defining the roles and responsibilities of each individual or unit in the organization, aligning resources with organizational goals and tasks, defining relationships between units and individuals, creating clear career paths and opening up human resource development opportunities, and supporting organizational goals and strategies. The organizational structure of Palangka Raya University is prepared based on the Regulation of the Minister of Research Technology Higher Education Number 42 of 2017 concerning UPR Statutes and the Regulation of the Minister of Research Technology and Higher Education Number 47 of 2015 concerning Organization and Work Procedures of UPR has organs consisting of the Senate, Chancellor, Internal Supervisory Unit and Advisory Board. The rector as the managing organ of Palangka Raya University consists of the Rector and Vice Rector;

Bureau; Faculty / Postgraduate; Institution and Technical Implementation Unit. Figure 2 is the organizational structure of Palangka Raya University (Book I - PTK UPR 2022).
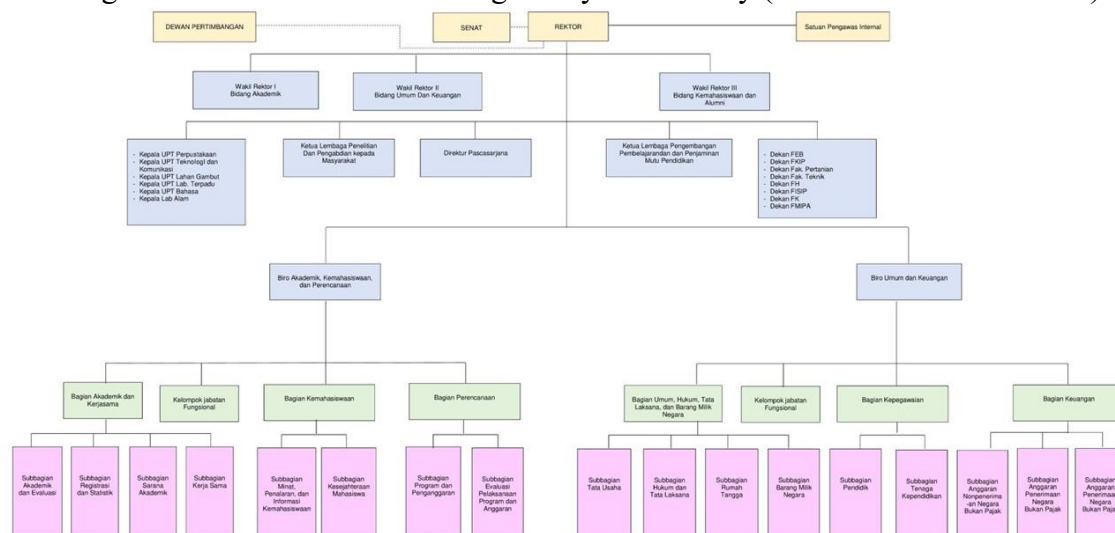

Figure 2. Organizational Structure of Palangka Raya University

Based on the organizational structure, the human resources of Palangka Raya University consist of the following: teaching staff (lecturers) and education staff. The teaching staff of Palangka Raya University are spread across eight (8) faculties including the Faculty of Teacher Training and Education (FKIP), Faculty of Economics and Business (FEB), Faculty of Agriculture (FAPERTA), Faculty of Engineering (FT), Faculty of Law (FH), Faculty of Social and Political Sciences (FISIP), Faculty of Medicine (FK) and Faculty of Mathematics and Natural Sciences (FMIPA).
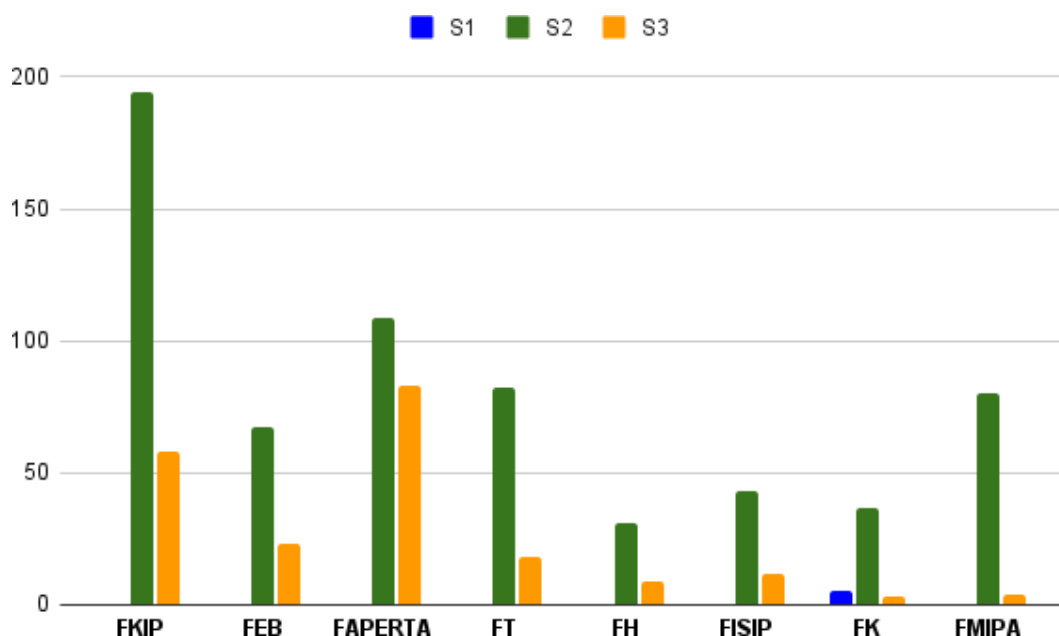

Figure 3. Distribution of Palangka Raya University Lecturers based on the Last Education Level in 2022

In 2022, the number of lecturers with the last education S1 is 0.58%, the last education S2 is 74.94% and the last education S3 is 24.48%. Furthermore, based on academic positions, the distribution of lecturers at Palangka Raya University (Figure 4) with teaching positions is 20.98%, expert assistant positions are 12.12%, lecturer

positions are 37.76%, head lecturer positions are 26.34% and professor positions are 2.80%.
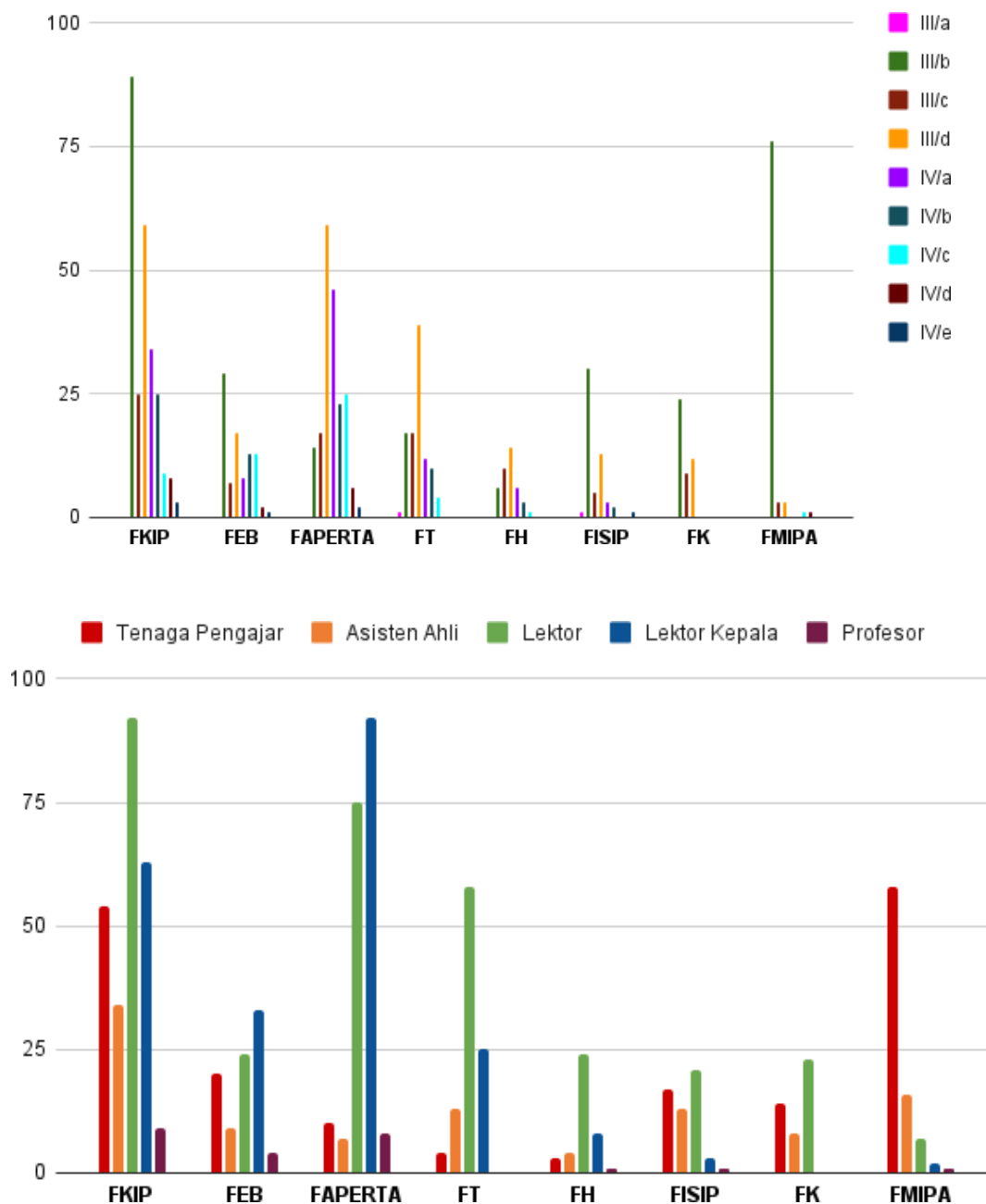

Figure 4. Distribution of Lecturers at Palangka Raya University based on Academic Position and Space Class in 2022

The number of distribution of lecturers at Palangka Raya University based on space classis dominated by group III / b with a percentage of 33.22% and group III / d with a percentage of 25.17%. Furthermore, the distribution of lecturers who are still minimal is in class IV/e with a percentage of 0.82% and in class III/a with a percentage of 0.23%. Based on gender, the distribution of lecturers with male gender is 51.52% and with female gender is 48.48%.
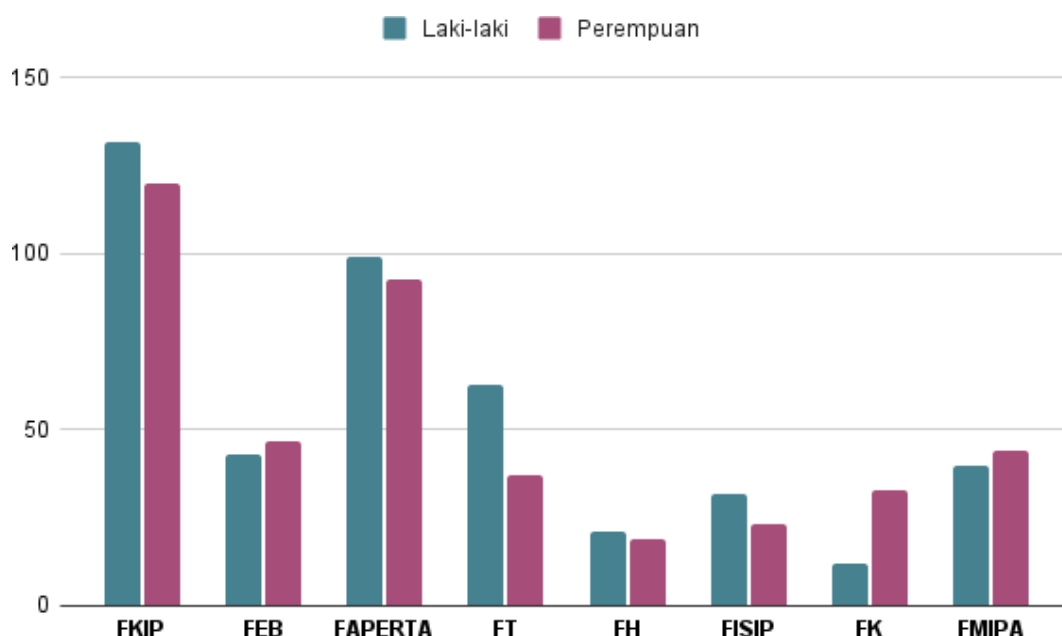
Figure 5. Distribution of Palangka Raya University Lecturers by Gender in 2022

In addition to teaching staff, human resources that support Palangka Raya University are educational staff. The distribution of education personnel based on gender, age and length of service is shown in Figure 6. Education personnel with male gender are 130 people and female gender are 87 people. Furthermore, based on the age of the education personnel of Palangka Raya University, it is dominated by 101 people and based on the last education, it is dominated by undergraduate education as many as 114 people.
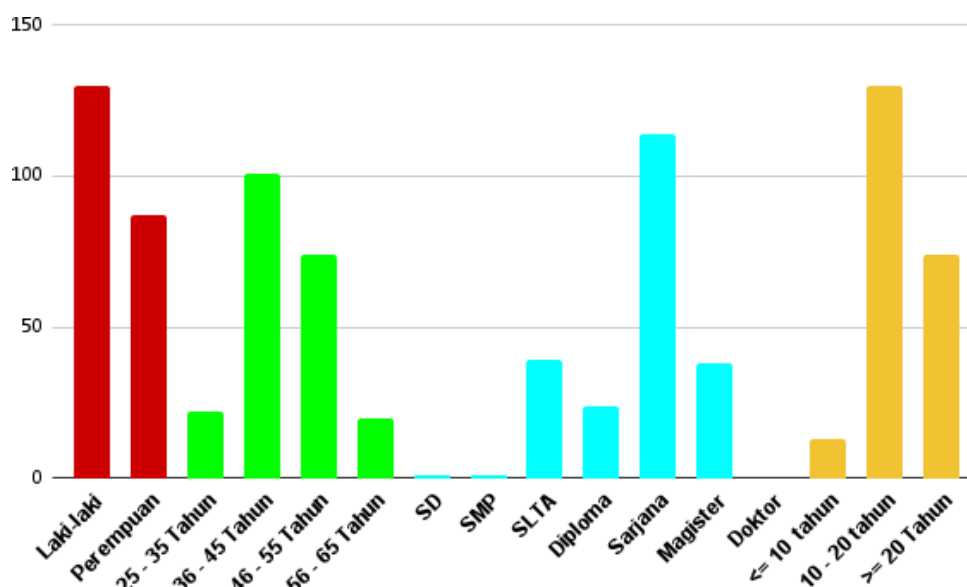

Figure 6. Distribution of Education Personnel of Palangka Raya University based on Gender, Age and Years of Service 2022

Furthermore, when viewed based on the length of service, the number of education personnel with a work period of less than 10 years is 13 people, a work period of 10 to 20 years is 130 people and a work period of more than 20 years is 74 people. Finally,

based on the class of education personnel, it is dominated by class III / d as many as 65 people and III / c as many as 51 people out of a total of 217 education personnel.
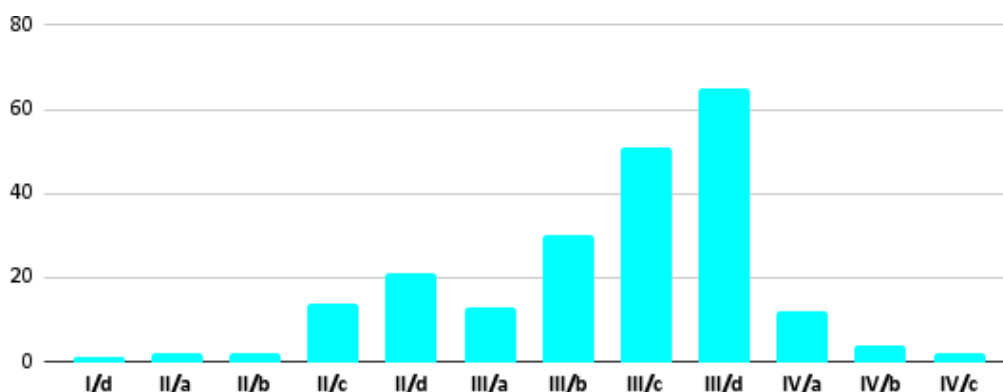

Figure 7. Distribution of Education Personnel of Palangka Raya University basedon Rank and Class in 2022

4.3 Decriptive Analysis

Supporting Factors and Obstacles in Achieving Key Performance Indicators on Human Resources (HR) criteria, in this case lecturers at Palangka Raya University, can be seen in the following table:

Table 2. Supporting and inhibiting factors

Supporting Factors	Inhibiting Factors
• The competency certification process for teaching and education personnel has begunto support the improvement ofKPI achievements. • Several Faculties at UPR have created research roadmaps thatare useful for supporting UPR research.	**Lack of synergy** between leaders to all lines, so that the *goals* (*goals*) that have been determined by the leadership can be achieved in supporting IKU at UPR. The lack **of awareness of lecturers (lecturer support)** in achieving the smooth implementation of KPIs at UPR is still lacking. **Budget support is still not optimal.** **Person in Charge (PIC) IKU is still limited,** in order to maximize the achievement of IKU, each IKU criterion must have a PIC who can focus on achieving IKU in accordance with the responsibilities of each criterion. **There is no specific strategy,** to achieve KPIs in accordance with the target because it is still flowing and only thought of by certain parties.

Some supporting factors for improving the quality of human resources at Palangka RayaUniversity can be seen from several sources, including:

1. Improving the quality and availability of basic services: One of the factorssupporting the improvement of the quality of human resources is the improvementof the quality and availability of basic services.
2. Government Support: The Central Kalimantan Provincial Government supports the improvement of the quality of human resources at Palangka Raya University.

3. Skills and awareness development: Skills and awareness development of human resources through interesting and relevant training, coaching, and education.
4. Rewards: Rewarding human resources and paying attention to the differences between them
5. Development of professional attitudes and personality maturity: Development of professional attitudes and personality maturity of human resources

By considering these factors, Universitas Palangka Raya can improve the quality of human resources at the institution and create a more productive and inclusive work environment.

5. Conclusion

To improve the quality of human resources at Palangka Raya University, several factors that can be considered include: **Skills and awareness development:** Improving the quality of human resources through developing their skills and awareness. This can be done through interesting and relevant training, coaching, and education. **Developing and managing employees:** Fostering and managing employees through assessment and planning programs. This aims to socialize the company's rules and sop and develop employees' capabilities. **Providing opportunities:** Provide opportunities for employees to express ideas during open meetings. By giving them the opportunity, the company will know which employees are potential and active. **Reward:** Appreciate employees and notice the differences between them. This will make employees feel appreciated and supported, so they can focus more on their tasks and contribute to moving the company forward. **Development of professional attitudes and personality maturity:** In the context of national development, the development of the whole person, professional ability and personal maturity reinforce each other. Professionalism can help shape attitudes and behaviors and a strong personality, while a strong personality is a prerequisite for professionalism. By implementing these policies, Palangka Raya University can improve the quality of human resources at the institution and create a more productive and inclusive work environment.

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