

HUMAN RESOURCE MANAGEMENT BASED KNOWLEDGE: TOWARDS EDUCATION PROFESSIONAL ORGANIZATION

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Abstract

The purpose of this study is to analyze the organization that developed in the world of education. The essence of education is a science-based organization, the direction is achieved should be clear. The problems that exist in the management of educational organizations are stiffness in running systems that have an impact on the services provided to the stakeholders of the organization. The method used in assessing these problems is to use the study of literature or journals and research findings relating to the cases studied. Based on study results and discussions indicate that it needs proper organization strategy in human resource development, a strategy is needed with regard to the characteristics of the organization that is bureaucratic, professional and nonprofit. The different nature of the organization will lead to a different approach in practice, a combination of the characteristics of the organization and is supported by the knowledge-based approach will produce a more humane organizations and professionals as well as generate excellent service. It will also be an impact on the harmony between the actors that exist within the organization.

Keywords: Organization, Human Resources, Humanist, Professional

INTRODUCTION

Management is required in the management of an organization, any type of organization. This shows that management is needed by people whom work together in their organizations to achieve their end respectively. Thus the attainment of the objectives of an organization is influenced by the interaction of the people involved or it could be said that the subject of human resources work to achieve; mission, goals and objectives to be achieved by the organization. Likewise, the organization of higher education, the development of a higher education is influenced by the environment, both externally and internally, with environmental changes so fast, long term survival of the organization depends on the management response to internal and external challenges (Athiyaman & Robertson (1995), Absah (2008).

The college is an organization that has a strategic role in the development of human resources, keep in mind that its organization is the organization that became the core implementation is knowledge, which is by its nature leads man toward maturity as esiensi such education. This relates to education is a factor that is most responsible for the empowerment of individuals and communities (Maarif, 2014: 4). Three issues most prevalent today in educational services, including higher education is increasingly fierce competition among educational institutions due to the influence of globalization.

The way to defends for this situation is persistence of a college in the competition requires the fullest and professional management, oriented to the needs of the market. The quality education in order to develop human potential and improve the quality of human resources is more prominent in global era (Suharsaputra, 2015: 2). Freedom in higher education and competence is getting tougher, not only between educational institutions within a country (local, regional, national) but also with education services from other countries in era globalization (the era of free competition).

These condition needs to have a strategy to improve competitiveness. (Rabee, 2014: 299) states that the results of his research at a university innovation can be implemented but the results cannot be seen directly, this will run slowly and in the long term. Changes in higher education should be implemented and followed by the innovations from within the organization because new challenge has arrived. All universities must show strength to carry out innovation and

change which is run by the organization in responding to the challenges of globalization (Bileviciute & Zaleniene, 2014: 146).

Colleges as higher education providers are required to design its organizational structure; it should have a structure and process that encourages the development of the individual, within in order to improve competitiveness, productivity and organizational performance that can foster creativity and intelligence if not want miss it (Invalid, 2008: 39). The success or failure of the management of Human Resources in college depends on the systems inside the organization, including managing and designing the organizing. Organizations universities can take steps anticipation of changes that occur.

From the above explanation shows that the organization of universities in Indonesia in general needs to revisit its position, in the era of globalization in making changes or management innovation internally, how the organization today and innovations that can be run in the future and not to forget that the main purpose of the institution is to produce human resources that are reliable and provide excellent service to their students.

DISCUSSION

Organizations Present and Future

Organizations that are needed for today and the future is the organization that is able to face the development of science and technology and globalization, this phenomenon cannot be avoided, it is necessary to see how the power of the organization is able to face the challenges. Wright et.al (1996) suggests that the strengths and weaknesses of the organization formed by several things such as:

1. Human Resources (the experience, capabilities, knowledge, skill and judgment of all the firm's employees).
2. Organizational resources (firm's system and process, strategy, structure, culture, R and D, information system).
3. Physical resources (plant, equipment, geographic location, access to raw materials).

That view shows that there are some elements in the organization are mutual support, in this case the needs of the organization according to Suharsaputra (2015: 49) there are things that are needed to have or be met by the organization, as:

1. Material (physical resources, infrastructure).
2. Energy (commitment, motivation, competence, learning, continuous improvement, organizational structure and infrastructure system of organization).
3. Information (knowledge, experience, vision, mission, goals objectives, innovation, science and technology).

That explain shows the necessary process of integrating into a single unit that each of these components can contribute optimally to the achievement of organizational goals. The third element in the organization can be combined so that the needs of the organization can be fulfilled as described in the following table:

Table 1. The Combined Meeting of The Needs Of The Organization

Combination	Material	Energy	Information	Implication
1	x	x	x	<ul style="list-style-type: none"> • Organizational Learning/ Innovative • Innovative Performance productive • Effective efficient allocation of resources • The competitiveness of high • Adoptive-adaptive organization
2	x	-	x	<ul style="list-style-type: none"> • Regular performance adoptive-adaptif • Effective resource allocation efficient • Competitiveness being

3	x	x	x	<ul style="list-style-type: none"> • Adaptive-adoptive Organization • Routine performance adaptive-adoftif • Effective efficient allocation of resources • Low competitiveness
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Sources: Suharsanaputra (2015: 51)

From the table above it can be seen that the first combination of a knowledge-based innovation capabilities as a powerful process, able to deal with both competence and effective. The combination of the latter with the mastery of energy that is less likely to cause less competitiveness, while the combination of the three for lack of knowledge makes organizations are reactive only adapt to the existing environment without any attempt to adoption, so that the low competitiveness.

Under these conditions needs to be a major concern is the organizational structure and culture of the organization itself, so that the synergies of both will determine the effectiveness of the performance of members of the organization itself, which in turn form the organization's overall performance in the face of global competition dynamics.

Bureaucratic Organizations, Professionals and Nonprofit In Higher Education.

Human resource management within a organization college as an educational organization is clearly different from the company's organization engaged in trade (profit-oriented). Where lies the difference between profit and non-profit organizations, Tenner and De Torro (1992: 208) Mention that organizations, both nonprofit and governmental or not, typically based on the bureaucratic role by Weber. While Suharsaputra (2015: 45) states that its organization is an organization based on: a). Science, b). knowledge transmission, c) Development science and d). implimentation for the sake of helping the community grow. So in this case need college organization designed in accordance with the dynamics of development of society, science and technology.

In Indonesia College higher education can be divided into two public universities operating budgets of government and private colleges. With the dichotomy of public and private higher education based on knowledge / expertise then, it can be said that the college was on the side between the organization and the Professional Bureaucracy. Bureaucratic organization is an organization that is very procedure; including employee interactions are very formal or usually referred to as an organization that is mechanistic. Evident in the organization of public universities, then opponents of mechanistic organization is professional bureaucracy or organic Organization (professional) are implemented on private colleges. In bureaucratic organizations often someone who occupies the structure does not have the expertise in the areas of its work, it is inversely proportional to the college as a knowledge organization that emphasizes the expertise of science are often the experts / professionals do not have a position in the organizational structure and the decision organization be imprecise and not professional (Suharsaputra, 2015: 56).

According to the organization's effectiveness Sutopo (2005), emphasizes the main components, namely: productivity, adaptability and flexibility of the organization, so as to achieve the aim, we must understand the nature of the organization itself. Sergioivanni and Carver (in Sutopo, 2005) a portrait orientation on their respective bureaucracies and professional organizations such as the following table:

Table 2. Organizational Characteristics and Bureaucratic –Professional Orientations Or Expectations

Organizational Characteristics	Bureaucratic Expectations	Professional Expectations
Standardization	Stress on uniformity, records and files, and rule stated specifics	Stress on uniqueness research and changes, and rules as alternatives
Specialization	Stress on efficiency of techniques tasks-oriented	Stress on achievement of goals client-oriented

Authority	Decisions concerning application of rules to routine problems	Decisions concerning policy in professional matter and unique problems
Responsibility for decision-making	Rules sanctioned by the public	Rules sanctioned by legally sanctioned profession
Basis for authority	Loyalty to organization and to superiors authority from office (position)	Loyalty to professional associations and clients Auth. From personal competence

(Sutopo:2005, Quoted from sergioivanni and carver, 1973: 147)

See a comparison of organizational characteristics above; the universities need to be viewed in various perspectives, because as a knowledge-based organization that required precision in the implementation, so it will not be a purely bureaucratic or purely professional. Therefore, it needs a combination or modification of bureaucratic and professional models, so the ability to anticipate changes continue to be run in order to appreciate the individual as expertise in college.

The main activities of the college plays a role in the transfer, transform and translate knowledge, the organizational model adopted is a professional organization. Colleges are generally classified as non-profit organizations (not for profit organization) an organization in carrying out its function and role is to service and devotion are not for profit, but the balance in the needs of funds continues to be important that the organization can run productive, Suharsanaputra (2015: 64). With these conditions it is important to be able to continue to improve higher education quality, efficiency and expansion of fundraising is something that is strategic in building the quality of education.

Orientation of Higher Education Organizational Transformation

College as a professional organization it is important to understand that the skills or expertise and comprehension of science is the major capabilities possessed by each of the components that are in college in the educational process taking place therein. Therefore need to be developed and pursued development organization that is flexible, autonomy-based expertise, which is integrated into the activities of the organization in performing their duties and functions so higher education in order to improve the quality of the man himself.

For that we need the organizational restructuring of universities where, according to Johnson, et.al, (1995: 99), to consider things like:

1. Provide a clear focus, direction, and logical sequencing for the restructuring program.
2. Build a database, analytical case for change.
3. Secure Consensus senior management and commitment to change.
4. Establish explicit and measurable service improvement and cost reduction goals and clearly defined terms to guide the process.
5. Utilize proven, credible, and broad-based restructuring, methodologies.
6. Recognize that cultural and organizational changes are integral components of successful restructuring and should therefore be given significant attention.

Based on the exposure to the above it appears that the organizational transformation of the university should pay attention to knowledge, opportunities there are clear objectives measurable performance to see progress, having thorough planning, attention to the quality of human resources.

Universities in Indonesia in carrying out its role is to develop science and technology through educational, research and service (Tridarma college), in this context of human resources is needed is a Human Resources who has expert scientific professionals in their respective fields, so that the organization in higher education in management/ management is referring to a professional organization, with its main role is to develop science.

Referring to the reality, it is necessary to consider the transformation of the organization to the specific characteristics of professional colleges, without prejudice to the organization of the bureaucratic model of Weber. They are still relevant in improving the discipline and responsibility of its members in a professional manner. Colleges require individuals responsible for their actions, although in reality its organization on essence still remains non-profit organization that puts service, because they are required to act according to the rules as well as, the operational standard as a good organization belonging to a state school or private so balance is maintained in an organization can be described as Figure 1.

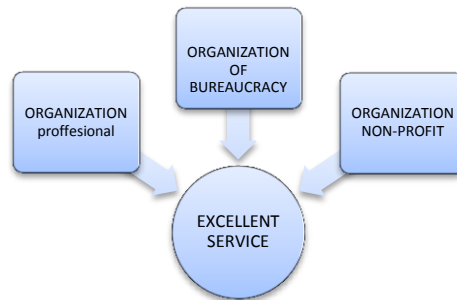


Figure 1. The Organization Synergy In College

The image above shows that in college orientation difference within an organization does not cause academic service given to different students but by combining existing characteristics will still produce excellent steward of the components related to the college.

CONCLUSIONS

By considering some aspects of organizational characteristics that exist in universities there should be a management orientation for managers internally to the existing organizational structure in meeting the challenges, which require a global innovation, and individual professional development direction.

To achieve that goal then, the necessary synergies in the organizational characteristics produce high quality. College services as a knowledge-based organization organizational performance that is required is to be professional with bureaucratic organizations are still running. With regard to higher education organizations are organizations which are non-profit.

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