

Strategic Role of Human Resources Management on the Performance of Study Program Outside the Main Campus of Tadulako University Tojo Una-Una

Syamsuddin Syamsuddin^{1,a,*}, Bakri Hasanuddin^{1,b}

Faculty of Economics and Business, Tadulako University Palu, Indonesia

^{*a} Corresponding author. Email: syam_singga@yahoo.co.id

^b bakri_hasanuddin@yahoo.co.id

ABSTRACT

The purpose of this study was to determine, test and analyze the strategic role of human resource management on the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University. The population in this study were educators and education staff as well as managers of PSDKU Untad Tojo Una-Una totaling 27 people. Collecting data using a questionnaire with validity and reliability tests first, the data obtained by testing the classical assumptions. To test the proposed research hypothesis, multiple regression analysis was used. The results of the research discussion are summarized in the conclusion that; The strategic role of human resource management consists of 1. The Role of Strategic Partner has a positive effect on the performance of Study Programs Outside the Main Campus of Tadulako Tojo Una-Una University; 2. The Role of Administrative Expert has a positive effect on the performance of Study Programs Outside the Main Campus of Tadulako Tojo Una-Una University; 3. The Role of Employee Champion has a positive effect on the performance of Study Programs outside the Main Campus of Tadulako Tojo Una-Una University; 4. The Role of Change Agent has a positive effect on the performance of Study Programs outside the Main Campus of Tadulako Tojo Una-Una University.

Keywords: *Strategic Partners, Change Agents, Administrative Experts, Excellent Workers, and organizational performance*

1. INTRODUCTION

Government organizations engaged in the public sector are government organizations whose main purpose is not to seek profit (profit oriented), but to meet the needs/interests of the community, especially government organizations engaged in educational services. Service is an appearance performance, intangible and quickly lost, more can be felt than owned, and customers are more able to actively participate in the process of consuming the service.

Quality human resources will move organizations to compete in responding to the market (market responsiveness), quality of products and services produced, product differentiation and technological innovation [1]. Therefore, the strategic role of effective human resource management will help develop the

workforce into quality human resources, thereby encouraging the organization to achieve competitive advantage through its human resources. On the other hand, an inefficient workforce will have implications for increasing labor costs and reducing company productivity.

The strategic role of human resource management has a positive effect on organizational performance, a number of studies have proven it empirically, for example research conducted [2,3,4,5]. Furthermore, academics have even come up with a new argument that traditional human resource management (traditional HRM) which relies more on its functional role will not be able to optimally support long-term business success, so companies must be able to transform human resource management into practice. more strategic. According to [6,7] several studies have even concluded that the rapidly changing business environment requires a

change strategy in human resource management which initially focuses on functions, shifts as a business partner and aligns it with the interests of business organizations. Published research generally reports a significant and positive relationship between the adoption of the strategic role of human resource management and greater business performance [8].

One of the targets of this research is to find a generic model and repositioning the strategic role of human resource management that can contribute significantly at the organizational level by considering the view [1] that the strategic role of human resource management focuses on business partners (strategic partners), administrative expert (administrative expert), superior worker (employee champion), and change agent (change agent).

Empirical studies conducted by [3,4,5] revealed that the strategic role of human resource management can have a positive effect on organizational performance. The existence of human resources owned by the Study Program Outside the Main Campus of the Tadulako Tojo Una-Una University is 27 people, spread over the education staff, technical staff, managers. Performance is based on data and information from the academic, administrative and financial fields and student affairs as well as information from each study program. However, in accordance with the research gap in this study, it is necessary to conduct a broader study of the influence of the strategic role of human resource management on the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University.

2. LITERATURE REVIEW

2.1 Human Resource Management Role Model

This model describes the concept of human resources which is characterized by an initial movement and orientation in the form of partnerships and there must be changes in business [9]. In this way, human resources can increase business excellence and can help in planning an organization. It is possible that human resources provide market strategies for all levels of managers. In this case, the organization should see the purpose of the work being carried out, namely maximizing quality and minimizing costs [10].

2.2 The Role of Strategic Partners

According to [7] the key to the role of human resources as a strategic partner is the participation of human resources, defining business strategy, not just responding to the strategy presented by "senior management". Human resource becomes a strategic partner by designing effective and efficient human resource practices and adapting to business strategy [11,7]. Ulrich defines human resource strategy as a process that links

human resource practices with business strategy. That is, the human resource strategy that is owned is directed at, and used by managers to create an effective human resource strategy.

2.3 The Role of Change Agent

This role makes it easier to introduce and adapt to changes more quickly as well as try to keep up with current changes in the business. This change can be a new technological advancement and can improve employee performance. Human resources must be able to provide sufficient support for new technologies. This can be achieved through training of operations employees in relation to new technologies [12]. If the organization needs more employees, then the human resources department must be able to recruit according to the needs of the organization.

2.4 The Role of Employee Champion

According to [13] that the role of superior workers has not been significant in human resource management. Even though the superior workers that the organization has in the past are used to make good strategies for the organization. However, it is no longer an effective way to communicate between staff and management [14]. Human resources ensure that employees have the skills that enable them to meet organizational goals. It is also responsible for motivating employees so as to provide a good working environment and ensure they get better pay. Good services depend on the ability of human resources to coordinate employees in an orderly manner.

2.5 The Role of Administrative Expert

The role of administrative experts is still attached to the traditional role of human resource professionals, namely managing the administrative needs of employees. With the use of the latest technology, this administrative role has become more efficient and effective. The administrative role ensures that operations run as defined. They must work to reduce costs and increase benefits and ensure organizational efficiency and effectiveness. This role should always analyze how the workflow takes place in an organization. They are responsible for rethinking the mode of operation in business [15]. Enabling parts of a company to share the services of executives human resource professionals should strive to get the job done faster and cheaper.

2.6 Performance Measurement Concept

It is not enough to assess organizational performance by using indicators attached to the organization, such as efficiency, effectiveness, but also from indicators attached to service users such as satisfaction, accountability and responsiveness. For this

purpose, the authors use performance appraisal by referring to opinions [16], that is:

1. Productivity
2. Quality of service
3. Responsiveness
4. Responsibility
5. Accountability

3. RESULTS

In data processing using multiple linear regression, several steps were carried out to find the

Table 1. (Model Summary^b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,729 ^a	,531	,446	,30532

- a. Predictors: (Constant), Change Agent, Strategic Partner, Outstanding Worker, Administrative Expert
- b. Dependent Variable: Organizational Performance

Based on the Model Summary table above, explaining the magnitude of the correlation / relationship (R) value of 0.729, this indicates that there is a strong relationship between the independent variables (strategic partners, administrative experts, superior workers, and agents of change on the dependent variable (Performance of Study Programs at Outside the Main Campus of Tadulako Tojo Una-Una University).

Table 2. Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,304	0,839		0,362	0,721
	Strategic Partner	0,116	0,350	0,089	0,331	0,744
	Administrative Expert	0,753	0,471	0,646	1,600	0,124
	Excellent Worker	0,022	0,238	0,019	0,090	0,929
	Change Agent	0,002	0,369	0,002	0,005	0,996

a. Dependent Variable: Performance of Study Programs Outside the Main Campus of Tadulako Tojo Una-Una . University

relationship between the independent variables and the dependent variable. The results of data processing obtained test results as in the following table.

The model summary contains the R value which indicates the relationship between the independent variable and the dependent variable, with very strong to very weak interpretations. The results of the model summary can be seen in the following table.

The value of R Square or the coefficient of determination (R²) is 0.531 which implies that the influence of independent variables (strategic partners, administrative experts, superior workers, and agents of change on the dependent variable (performance of Study Programs Outside the Main Campus of Tadulako University Tojo Una-Una) is 53.1%, while the remaining 46.9% is influenced by other factors outside of the independent variables that are not studied in this study. The coefficient value of the regression results can be seen in the following table.

4. DISCUSSION

The study in this study aims to determine and analyze the influence of the strategic role of human resource management as seen from; the role of strategic partners, the role of administrative experts, the role of superior workers, the role of change agents on the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University.

4.1 The Influence of the Role of Strategic Partners on Organizational Performance

The influence of the role of strategic partners on the performance of Study Programs Outside the Main Campus of Tadulako Tojo Una-Una University is illustrated in; PSDKU Untad Touna's human resource management concern starts at the bottom line, Untad Touna's PSDKU understands the needs of the labor market, human resource management ensures the successful execution of Untad Touna's PSDKU strategy, human resource management has a long-term vision of

the direction of PSDKU's goals Untad Touna, translates various strategies of Untad Touna PSDKU into priority human resource activities, is able to diagnose the determination of the strengths and weaknesses of Untad Touna PSDKU, helps organizations achieve their vision and mission goals, and participates in the process of determining strategies for accreditation.

The results of data processing indicate that the role of strategic partners in human resources has a positive effect on Study Programs Outside the Main Campus of Tadulako Tojo Una-Una University. This is evidenced by looking at the positive regression coefficient values, ignoring the discussion of significance because in this study a census (population) study was conducted. The contribution of the role of strategic partners to the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University is 11.6%.

The strategic partner's role variable; Respondents' perceptions regarding human resource management PSDKU Untad Touna participating in the process of determining the strategy for accreditation was perceived with a very high value. This means that the role of human resource management in the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University as a strategic partner is very concerned with the improvement and progress of the organization.

4.2 The Influence of the Role of Administrative Experts on Organizational Performance

The influence of the role of administrative experts on the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University is illustrated in; Designing efficient human resource management processes to support the creation of a learning atmosphere at PSDKU Untad Touna, creating organizational infrastructure through employee performance appraisals, consistently improving human resource management processes, carrying out activities that lead to continuous rescheduling of work processes, analyzing and providing feedback to organizational needs, human resources participate in conveying the processes they are doing, the effectiveness of human resources is measured through their ability to efficiently carry out their work within the allotted time, human resources actively participate in conveying the results of their duties and functions, human resources develop work processes/programs efficiently, the credibility of human resources comes from the ability to increase work productivity.

The results of data processing indicate that the role of human resource administration experts has a positive effect on the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University. This is evidenced by looking at the positive regression

coefficient values, ignoring the discussion of significance because in this study a census (population) study was conducted. The contribution of the role of administrative experts to the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University is 75.3%.

The variable is the role of administrative experts, where the management of human resources owned by the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University can design an efficient human resource management process to support the creation of a learning atmosphere at PSDKU Untad Touna and the effectiveness of human resources is measured through their abilities. to efficiently carry out their work according to the time specified and perceived very high by the respondents. This means that the role of human resource management is able to make the process run according to expectations.

4.3 The Influence of the Role of Superior Workers on Organizational Performance

The influence of the role of superior workers on the performance of Study Programs Outside the Main Campus of Tadulako Tojo Una-Una University is illustrated in; analyzing various ways of providing the resources needed by managers and staff to meet new challenges, emphasizing on identifying the competencies needed to execute future strategies not only current needs, having appropriate education / training management capabilities, analyzing various ways of providing resources needed by managers and staff In meeting new challenges, being able to develop a commitment to action and responsibility, the effectiveness of human resources is measured by their ability to help managers and staff meet their personal needs, human resources are seen as being able to help achieve the personal needs of managers and staff (champion for employees).), human resources spend their time listening/responding to managers and staff, human resources work to offer assistance to help managers and staff meet personal needs his/her family, human resources develop processes/programs to meet the personal needs of managers and staff.

The results of data processing indicate that the role of superior human resources has a positive effect on the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University. This is evidenced by looking at the positive regression coefficient values, ignoring the discussion of significance because in this study a census (population) study was conducted. The contribution of the role of superior workers to the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University is 2.2%.

The variable of the role of superior workers, human resources owned by the Study Program Outside the Main Campus of the Tadulako Tojo Una-Una

University is able to develop a commitment to action and this responsibility is perceived with a very high value by the respondents. This means that human resources owned by the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University have a high commitment to their duties and responsibilities.

4.4 The Influence of the Role of Change Agents on Organizational Performance

The influence of the role of change agents on the performance of Study Programs Outside the Main Campus of Tadulako Tojo Una-Una University is illustrated in; the ability to implement strategic changes, the ability to develop organizational learning / work teams and build relationships, the ability to create a sense of urgency, the ability to think conceptually and articulate thoughts, have a sense of purpose through a value system focus, human resources are seen as agents of change (change agent), human resources actively participate in organizational renewal, change, or transformation, human resources work to reshape behavior for organizational change PSDKU Untad Touna.

The results of data processing indicate that the role of change agents in human resources has a positive effect on the Study Program Outside the Main Campus of Tadulako University Tojo Una-Una. This is evidenced by looking at the positive regression coefficient values, ignoring the discussion of significance because in this study a census (population) study was conducted. The contribution of the role of superior workers to the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University is 0.2%.

The variable role of human resource change agents in Study Programs Outside the Main Campus of Tadulako Tojo Una-Una University has the ability to develop organizational learning / work teams and foster good relations with stakeholders, local governments, and other external parties. Existing human resources are seen as change agents who are ready to make improvements at any time in a more advanced direction in accordance with the vision and mission of PSDKU Untad Touna. Existing human resources are working to reshape behavior for organizational change at PSDKU Untad Touna. This means that the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University has the ability to adapt to existing changes, both from internal organizations and from external organizations. Furthermore, being able to develop organizational learning and work teams as well as building relationships with fellow staff and managers as well as to assessors, certificates and suppliers (suppliers) so that organizational learning can always be in line with changes.

Storey said that the strategic role of human resource management has 3 (three) advantages, namely:

first, the characterization of human resource management as a special approach in managing people; second, the results achieved are in the form of a committed and competent workforce; third, there is a positive influence as an organization's competitive advantage or an influence on organizational performance.

5. CONCLUSION

1. The Role of Strategic Partners has a positive effect on the performance of Study Programs Outside the Main Campus of Tadulako Tojo Una-Una University.
2. The Role of Administrative Expert has a positive effect on the performance of the Study Program Outside the Main Campus of Tadulako Tojo Una-Una University.
3. The Role of Employee Champion has a positive effect on the performance of the Study Program outside the Main Campus of Tadulako Tojo Una-Una University.
4. The Role of Change Agent has a positive effect on the performance of Study Programs outside the Main Campus of Tadulako Tojo Una-Una University.

REFERENCES

- [1.] Ulrich, D, 1987. *Organizational Capability as Competitive Advantage: Human Resource Professional as a Strategic Partners*. Human Resource Planning, 10 (4) pp. 169-185.
- [2.] Syamsuddin, Bachri S, Saharuddin, and Miru S, 2017 *The Effect of Quality System of ISO 9000, The Strategic Role of Human Resources Management, Total Quality Management and Organization Culture to Organization Performance (Survey at ISO Standardized Puskesmas in Central Sulawesi)* International European Journal of Business and Management ISSN 2222-1905 (Paper) ISSN 2222-2839, Vol.9, No.32, 2017, pp 32-41.
- [3.] Becker, B.E, and Huselid, M.A, 1998. *High Performance Work Systems and Firm Performance: A Synthesis of Research and Managerial Implications*. Research in Personnel and Human Resources Management.16, 53-101.
- [4.] Huselid, M.A, 1995. *The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance*. Academy of Management Journal, 38 (3) pp. 635-672.
- [5.] Terpstra, D.E. and Rozzell, E.J, 1993. *The Relationship of Staffing Practices to Organizational Level Measures of Performance*. Personnel Psychology, 46, pp. 27-48.
- [6.] Lawler, E.E., and Mohrman, S.A, 2003. *Creating A Strategic Human Resources Organisation: An Assessment of Trends and*

- New Directions*. Stanford University Press: Palo Alto, CA.
- [7.] Ulrich, D, 1997. *Human Resource Champions: The Next Agenda for Adding Value and Delivery Results*. Harvard Business School Press.
- [8.] Esra Nemli C, 2010. *The Impact Of Strategic Human Resource Management On Organizational Performance*. Journal of Naval Science and Engineering 2010, Vol. 6 , No.2, pp. 100-116.
- [9.] Mathis, R.L, and Jackson, R.H, 2007. *Human Resources Management*. 10th ed., Thomson, South-Western: Ohio.
- [10.] Armstrong, M., 2006. *A Handbook of Human Resource Management Practice*. London: Kogan Page Publishers.
- [11.] Ulrich, D, and Eichinger, R, 1998. *Delivering HR with an Attitude*. HR Magazine.
- [12.] Lawler, E, Boudreau, A, 2009. *Achieving Excellence in Human Resource Management*. London: Stanford University Press.
- [13.] Pride, W, Hughes, R, 2009. *Business. 10th ed*. New York: Cengage Learning.
- [14.] Daft, L, 2008. *New Era of Management. 2nd ed. New York: Cengage Learning EMEA*.
- [15.] Dubrin, J, 2008. *Essentials of Management. 8th ed. New York: Cengage Learning*.
- [16.] Dwiyanto, Agus, 2008. *Penilaian Kinerja Organisasi Publik.: Jurusan Ilmu Administrasi Negara, Yogyakarta. Fisipol UGM*.