

Sustainability of Human Resources Development in Higher Education

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Abstract—The study is consent to find out the right of formulation models of human resource development at higher education. The research designs used with discovery and explanation to construct the model of human resource development in the Faculty of Education Indonesia University of education. The findings of the research there was: *First*, human resource at faculty of education needs analysis refers to the quantity of employment as well as the quality of work, but the support of faculty in the human resource needs of the request not in accordance with the request submitted. *Second*; support and request for department over the needs of human resources has not been in accordance with the expected service quality based on the results of the previous needs analysis. *Third*; neglecting towards the results of human resource needs analysis demands the return of the mapping is going basis in order to evaluate the suitability of the job and the mapping of expertise human resources available. The implications of this research are expected to impact on the importance of the human resources set up in the Faculty of education and coaching by the University on an ongoing basis in either program planning as well as in the policy. Meanwhile, the practical impact of this research is oriented development of human resources at each work unit faculty, thus impacting on the development of the resources of the University level. The authenticity of this accountable research by researchers both in design concepts, literature used as well as the deliberations and findings of the research conducted.

Keywords—sustainability; human resources; higher education

I. INTRODUCTION

Management of higher education. There are 3 (three) main elements of Human Resources (HR) namely Educators, Education Personnel and Students. Educators are professionals who are tasked with planning and implementing the learning process, assessing learning outcomes, conducting guidance and training, and conducting research and community service, especially for educators in universities. Education Personnel are tasked with managing, developing, supervising administration, and technical servants to support the education process in education units. Students at the college level are students.

The role of education personnel to create an educational atmosphere that is meaningful, fun, creative, dynamic and dialogical makes the need for education personnel to have

commitment and professionalism in performance to improve the quality of education in accordance with the position and trust given to them.

Relating to academic personnel who manage education services in terms of technical administration is handled by the administration of the academic field. Universities need to continuously improve the excellent service to the community, both citizens of universities and communities outside the universities. Prima Service, which prioritizes the principles of efficiency and productivity, is a technical specification of minimum service benchmarks given by universities to the public by considering service quality, equity, service equality, costs, and ease of access to services.

A. Context for the Study

Formulations developed in this study are: How Management of Human Resource Planning in the Faculty of Education, how is the Independence of Human Resources in the faculty of Educational Sciences and How to sustainable of Human Resource Planning in the Faculty of Education

B. Conceptual Framework

The objectives to be achieved in this study are: to formulate the concept of human resource management planning in the faculty of education, formulate human resource management planning in the faculty of education and streamline the sustainability of human resource management in the faculty of education.

Academic administration services are grouped into three namely student administration services, academic administration services for study programs and academic administration services for lecturers.

Academic administration services for students include registration and registration services, filling in study plan cards (KRS), correspondence related to lectures, seminar services, examinations, final assignments, printing transcripts and graduation certificates (SKL), legalization, information and services other academic.

Academic administration services for study programs include verification of student databases, control of schedules, class sharing, lecture contracts, administration of lecture monitoring, value administration, scheduling and

administration of final seminars and examinations, data recapitulation and more. Academic administration services for lecturers include administering lecture documents (GBPP / RPP / SAP / syllabus), collecting semester scores, facilitating the implementation of mid and end semester exams, and other administrative tasks.

The amount of responsibility in this academic administration service must also be supported by the implementation of human resource competencies. Implementers of academic administration services are the academic administrative staff assigned to academic departments at the University / Faculty / Department / Study Program / work unit level.

However, in practice, the level of student satisfaction in academic services has not been optimal, which currently only reaches 74% with a target of 75% increase in 2017, (UPI Strategic Plan for 2016-2020), as well as achievement of academic services that have not been measured by product output challenge for Universities / Faculties / Departments / Study Programs / Work Units and indicated by the existence of subjects and objects that need to be considered in the human resource management of academic service personnel in the FIP UPI. Thus, there is a need for studies related to this matter which include how to manage human resources within the University of Indonesia's Education Faculty of Education from the sustainability aspect of HR, considering the competency of the teaching staff at UPI already has a competency certificate of 70% (UPI Strategic Plan 2016-2020), but not simultaneously significant on product-based performance. This aims to get an idea of how human resource management is carried out as a basis for providing solutions to problems in the implementation of academic services by educational staff in the FIP UPI.

C. Sustainability Concept

The term sustainability was first issued in 1987 in the World Commission on Environmental and Development report. The concept is closely related to environmental, economic and social terms for future generations. The concept of sustainability is often three-dimensional: social, economic and environmental. Three sustainability concepts called the triple bottom line are also interpreted as profit, planet and human [1].

Sustainability is an interesting issue that is now being aggressively developed in Indonesia and abroad. The concept of sustainability is not only developing at the macro level but now also has penetrated at the micro level of the company. Now, companies and organizations have begun to realize the importance of this ongoing process. The meaning of sustainability in Indonesian means sustainable. When interpreted into Indonesian, Sustainability will be exactly the same as described, namely "Development that can meet current needs without sacrificing the ability of future generations to meet their needs". Sustainability is broadly defined as meeting the needs of the present generation without compromising the ability of future generations to meet their own needs. Sustainability is the ability of a system to maintain the level of production formed by nature in the long term [2].

D. Sustainability of Human Resources (HRM)

In sustainability of human resources, there are at least two different concepts that have emerged in the concept of sustainable Human Resources (HRM):

1) *Integrative HRM related to competitive economy, personal responsibility, and social responsibility*: This ongoing HRM is defined as long-term people. Conceptual approaches and activities are aimed at socially and economically responsible recruitment consisting of selection, development, deployment and streamlining of employees. Sustainable HRM is defined as a cross-functional task. Theoretically this approach emerges from the sustainability of literature, from the Characteristics and from the SHRM literature. Researchers assume that companies, employees, and communities are responsible for ongoing activities [3].

Therefore, responsibilities are extended to the responsibilities of employees for themselves and for their careers. Human resources are defined as 'subjects', as equal to partners, and as responsible actors. It is also assumed, that the individual's goals are to increase loyalty, increase the desire to participate in the decision-making process, a higher quality of life, and the role of balancing inside and outside of work (work-life-balance) [4].

In general, the approach to the concept of sustainability is mutually beneficial for all stakeholders and as a contribution to long-term economic sustainability [5].

2) *HRM Is a Rational Economic Concept and Ignores Identifying Responsibilities*: In this instrumental concept and SHRM-based system, sustainable HRM is defined from the perspective of Sustainable Management as what companies themselves have to do in their environment to have the ability to survive which has the assumption that it is economically rational to act in a sustainable way if resources are limited and that perspective sustainability can lead to a more realistic theory of the company [6].

The conceptual objectives of this approach include exploring causal explanations for interchangeable relationships between organizations and their environment, and developing general theoretical approaches to dealing with scarce resources [7]. The organizational environment is not considered as a set of constraints but it is as a resource for corporate resources that require their long-term existence. For these long-term resources piloting, resources must be current. According to this understanding, a company acts continuously and economically and rationally if the reproduction of resources divided by the consumption of resources equal to one [8].

Sustainability of human resources will always be related to the existence and condition of an HR organization. An organization that functions well which is always needed and trusted by the community will have an impact on the sustainability of HR, because those who manage and run the wheels of the organization are human elements. Sustainability Framework of Human Resources (HR) is described in figure 3. Sustainability of HR can be carried out by the following steps namely: determining the type of company, vision, mission, objectives for quality of HR innovation in order to increase the

amount of absorption HR through dimensions; Mapping of HR needs, soft skills; Mapping talent management and engagement through an objective and transparent HR recruitment process [9].

While Winardi sets out five examples of how sustainability relates to human resource functions [10], which include:

- **Training:** UPS has incorporated sustainability education in its employee training process, which encourages employee engagement in sustainability at home and supports widespread United Way campaigns, which have raised more than \$1 billion.
- **Engagement:** HR plays a key role in involving employees in workplace initiatives such as recycling, energy efficiency, and reducing waste.
- **Employee Communications:** HR facilitates discussions between departments and hierarchies, thereby becoming the buffer for potential friction by promoting the formation of committees or informal groups that look for ways to improve company sustainability. HR also communicates frequently to the entire employee base about UPS's sustainability goals and progress.
- **Sustainability-focused Volunteering:** UPS cumulatively delivers 1.6 million hours of community service per year, said McIntire. Volunteer initiatives like tree plantings and support for humanitarian relief logistics are a highly encouraged (and measured) category at UPS.
- **Reducing Waste in the Talent Acquisition process:** UPS has eliminated all paper from its talent acquisition process, including pamphlets, brochures, forms, company information, reports, etc., and the hiring process is entirely electronic.

Noting the opinion above that the sustainability of human resource management will not always be related to the vision, mission and goals of the organization. The vision and mission of the organization will always change according to the demands and development of the times. The change and development will have an impact on the role, function and performance of the organization, which in turn demands changes in human resource management, because the sustainability of HR will continue to occur. HR Sustainability is carried out in HR management activities, including through training activities, greater personal involvement in organizational management, providing opportunities for personnel to communicate, both vertically and horizontally both formally and informally, reducing waste in the process of utilizing employee talent.

Sustainability of human resources has a positive influence on the organization and for the employees themselves. For organizations with sustainability resources, it is possible for the organization to continue to grow because it has productive personnel, while for employees with sustainability, the ability to continue to grow will continue to gain trust. Sustainability activities will be effective in addition to being carried out by HR managers who also involving the employees, because in the sustainability activities there are activities that can be

directly carried out by employees, such as in daily interaction and communication activities with stakeholders, employees can interact and communicate in their work both internally and externally, through this activity will be a potential in achieving organizational sustainability goals.

E. College Human Resources

1) Understanding: In the Regulation of the Minister of Research, Technology, and Higher Education No. 44 of 2015 concerning the NATIONAL STANDARDS of HIGHER EDUCATION, it is stated that human resources in higher education can be grouped into two, namely lecturers and education personnel. Lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology through education, research, and community service. Thus the teaching profession is not only a professional educator in higher education, but simultaneously a lecturer is also a scientist and a pioneer in community service. All work carried out by the lecturer is a manifestation of the tri dharma of higher education.

To carry out this very complex task, Law No. 14 of 2005 Article 45 explained that lecturers must have academic qualifications, competence, certification of educators, physically and mentally healthy, and fulfill other qualifications required by higher education units where they are assigned, and have the ability to realize national education goals. Thus the teaching profession can be categorized as a multi-talented special work and plenary skills that are carried out based on principles;

- Having the necessary competencies in accordance to the task area;
- Having talents, interests, vocation, and idealism;
- Have a commitment to improve the quality of education, faith, piety, and noble character;
- Have academic qualifications and educational background in accordance to the task area;
- Have responsibility for carrying out professional duties;
- Obtain income that is determined according to work performance;
- Have the opportunity to develop professionalism on an ongoing basis with lifelong learning;
- Have a guarantee of legal protection in carrying out professional duties [10].

The main task of the lecturer consists of three major tasks in the fields of education, research and community service. Besides that, other main tasks, a lecturer is obliged to develop academic activities, professional organizations and participation in the universities where they work. To carry out this very complex task, Law No. 14 of 2005 Article 45 explained that lecturers must have academic qualifications, competence, certification of educators, physically and mentally healthy, and fulfill other qualifications required by higher

education units where they are assigned, and have the ability to realize national education goals.

The demand is absolutely met by a lecturer because it will affect the performance and quality of services provided to students. Wibowo states: The quality of the lecturer's human resources is a product / service produced from his energy and mind will greatly influence the long-term success of a college [9]. If the university's lecturer reputation as a provider of scientific and scholarly services are of poor quality, the development and performance of the tertiary institution will be reduced.

While Education Personnel are members of the community who are devoted and appointed to support the implementation of higher education, among others, librarians, administrative staff, laboratory assistants and technicians, as well as information engineering institutions.

2) *Lecturer Standards and Education Personnel*: To carry out this very complex task, Law No. 14 of 2005 Article 45 explained that lecturers must have academic qualifications, competence, certification of educators, physically and mentally healthy, and fulfill other qualifications required by higher education units where they are assigned, and have the ability to realize national education goals.

In the Decree of the Minister of Research and Technology, the standards for lecturers and education personnel are the minimum criteria regarding the qualifications and competence of lecturers and education personnel to carry out education in order to fulfill the learning achievement of graduates. With the enactment of this standard, it is expected that human resources in higher education are expected to carry out their duties well which in turn is expected to achieve student learning outcomes that have been achieved. in Law Number 14 of 2005 article 45 explained that lecturers must have academic qualifications, competence, certification of educators, physically and mentally healthy, and meet other qualifications required by higher education units where they are assigned, and have the ability to realize national education goals. The same thing is also affirmed in the Ministry of Higher Education Research and Technology that lecturers must have academic qualifications and educator competencies, physically and spiritually healthy, and have the ability to carry out education in order to fulfill graduate learning outcomes as stated.

With regard to the academic qualifications of lecturers as stipulated in the Decree of the Minister of Research and Technology, the lowest level of education must be fulfilled by a lecturer and proven by a diploma. In addition, each lecturer must have competence. Lecturer educator competence is stated in educator certificate, and / or professional certificate.

Undergraduate lecturers must have the least academic qualifications for applied masters or masters who are relevant to the study program. Undergraduate program lecturers can use certified lecturers who are relevant to the study program and qualified.

Master program lecturers and applied master programs must have academic qualifications for applied doctoral or doctoral graduates relevant to the study program. Master

program lecturers and applied master programs can use professionally certified lecturers who are relevant to the study program and qualified equivalent to the 9 (nine) IQF level.

Specialist program specialists and subspecialists must qualify subspecialty graduates, doctoral graduates or applied doctoral graduates who are relevant to the study program and have work experience of at least 2 (two) years.

Doctoral program lecturers and applied doctoral programs: must have academic qualifications of applied doctoral or doctoral graduates who are relevant to the study program, and can use professionally certified lecturers relevant to the study program and qualified equivalent to the 9 (nine) IQF level;

With regard to the status of lecturers in higher education institutions can be grouped into two, consisting of permanent lecturers and non-permanent lecturers. Permanent lecturers are permanent educators with 1 (one) college status and do not become permanent employees in work units or other education units. The number of permanent lecturers in universities is at least 60% (sixty percent) of the total number of lecturers. The number of permanent lecturers assigned in full time to carry out the learning process in each study program is at least 6 (six) people. Permanent lecturers for doctoral programs or applied doctoral programs have at least 2 (two) professors. Permanent lecturers are required to have expertise in the field of science that is in accordance to the disciplines of the study program.

Whereas the standard of Education Staff has the lowest academic qualifications of diploma program graduates 3 (three) which are stated with a diploma in accordance to the qualifications of their main duties and functions. This does not apply to administrative staff. For administrative staff have the lowest academic qualifications of high school or equivalent. Education personnel who need special skills must have a competency certificate in accordance to their field of work and expertise.

II. METHOD

A. *Research Approach*

This study used a qualitative approach, because it is aimed to describe and analyze management sustainability and personnel stagnation. In this study, researchers strive to understand, understand and observe deeply the leaders both at the faculty and department level in maintaining personnel management sustainability, then interpreting, interpreting the phenomenon and events that match the problem under study.

The data collected uses natural settings as a direct data source. The meaning of the data can only be done if the depth of the collected facts is obtained. Through this research, it is expected to find and describe the relevant data as a whole about management sustainability and the independence of personnel in the UPI Faculty of Education.

In line with the case study research design, this study attempts to understand the meaning, events, and interactions of people in certain situations. To be able to understand the meaning, events, and interaction of people, use theoretical orientation or theoretical perspective with a phenomenological approach are applied. This approach is applied by observing

the phenomena of the conceptual world of the subject, which is observed through its actions and thoughts in order to understand the meaning arranged by the subject around everyday events. The researcher tries to understand the subject from the point of view of the subject itself, by not ignoring making interpretation, by making conceptual schemes. By using a phenomenological approach, researchers can understand the concepts, views, values, ideas, ideas, and norms that apply in the faculty of research, so that there is no misinterpretation of the meaning of objects researched.

B. Research Sites

The Faculties and Departments study program was carried out at the Faculty of Education, University of Indonesia Education.

C. Research Procedure

There are several stages carried out by researchers in carrying out this qualitative research, namely: (1) the orientation phase, (2) the exploration phase, and (3) the "member check" stage [11].

Orientation Stage, at this stage, it begins with a sense of interest of researchers towards the problem of sustainability management and independence of personnel as the main element in maintaining the sustainability of educational services to students. Researcher's interest in this problem is not only limited to wanting to know but trying to understand and explore to get a clear picture of the importance of management sustainability and independence of personnel in improving the quality of education services [12].

The Exploration Stage, at this stage the focus has been clearer, so that more targeted and specific data can be collected. Observations at this stage are aimed at the things that have to do with the focus of the research. Likewise, interviews are no longer general and open, but are more structured, to obtain more in-depth information about prominent and important aspects obtained based on interviews and observations made at the orientation stage.

In order for the data collection activities to be more focused, then in this stage the activities include the preparation of interview guidelines, collecting data that is appropriate to the focus of the problem, analyzing data and observations. In the interview guidelines compiled, it contains instructions on how the information can be obtained or collected, who are the informants, what information needs to be explored, how information has been considered covered and fulfilled.

Stage "Member check", this stage the results of observations and interviews collected, which from the beginning have been analyzed, poured in the form of reports, reproduced, distributed back to the respondents concerned to be read and assessed for suitability with the information provided respectively. Errors and errors were corrected by the informant. Often respondents also provide new explanations and information. Thus, at this stage checks and checks the validity of the data.

In this stage, triangulation and discussion activities are needed. Triangulation in a question is an activity in order to

examine data or information coming from one source. The method taken is to explore and collect data and information from other sources. This triangulation activity is carried out with the aim to compare data or information about the same things obtained from other sources of information, so that the level of trust and truth of the data or information obtained can be guaranteed, as well as the occurrence of the level of subjectivity in this study can be avoided.

D. Data, Information and Research Instruments

1) *Research data*: The type of data needed in this study can be divided into primary data and secondary data. Primary data is obtained in verbal form or words / words and behavior from the subject (informant) related to the research focus. Whereas secondary data comes from documents, which can be used as a complement to primary data related to research.

2) *Data source*: Sources of data in the study are deans / vice deans, heads of subdivisions and department heads.

3) *Research instruments*: In accordance to the nature of qualitative research, to understand the meaning and interpretation of phenomena and symbols of interaction in the place of research, it requires the involvement and direct appreciation of researchers of objects in the field. Therefore, the instrument in this study was the researcher himself as a key instrument.

4) *Method of collecting data*: Data collection is used by three main techniques, namely: 1). In-depth interview 2). Observation 3). Documentation study. These three techniques are basic techniques in qualitative research agreed upon by most authors, used to complement each other to collect data in accordance to the research focus.

5) *Documentation study*: The documentation study in this study is used to collect data in the form of important documents that are in accordance to the research focus, then analyzed and given meaning.

6) *Data analysis techniques*: There are various ways that a researcher can participate in data analysis. One way that can be taken in data analysis, namely: 1) data reduction, 2). Data "display", 3) draw conclusions and verification [13].

a) *Data reduction*: In qualitative research the data obtained in the field is written in a detailed form or report. This report will continue to grow, and will increase difficulties if not analyzed immediately from the beginning. These reports need to be reduced, summarized, selected key things, focused on important matters, given a more systematic arrangement, so that they are easier to control. Reduced data gives a sharper picture of the results of observations, also makes it easier for researchers to search for what they get when needed.

b) *Display data*: The data obtained from this study are in the form of words, sentences, or paragraphs. The data obtained is then presented. Presentation or "display" of data that is most often used in qualitative research is data in the form of narrative text although not practical, but it would be better if supported by data presented in matrices, graphs, networks, and charts.

Presentation of data in this study is intended to find a meaning from the data that has been obtained, then systematically compiled. From complex information forms to simple but selective.

c) Withdrawal of conclusions and verification: In qualitative research, researchers tried to find the meaning of the data collected from the beginning. For this reason, researchers look for patterns, themes, relationships, similarities, and things that often arise. From the data obtained from the beginning, the researchers tried to draw conclusions. The conclusion was still very tentative at first, blurred, doubtful, but with increasing data, the conclusion was more "grounded". Conclusions must always be verified during the study. Verification can be done by searching for new data.

d) Checking the validity of research data: Checking the validity of the data is based on four criteria, namely credibility, transferability, dependability, and confirmability (Ruslan, 2008).

- Credibility

In qualitative research, the credibility checking or the degree of confidence of the data needs to be done, this is to prove whether what is observed by the researcher really is in accordance to what actually happened naturally in the field. The degree of data trust (internal validation) in qualitative research is used to meet the criteria (values) that are emic truth, both for the reader and for the subject under study.

To gain a valid data, some ways can be done (1) persistent observation; (2) triangulation of data sources, other methods and researches; (3) member check, reviewing; and (4) the checking of reference adequacy [14].

The triangulation method is carried out by utilizing the use of several different methods to check the degree of confidence of the information obtained. In this case the researcher, among others, cross-checks what the informant revealed in the interview, or the researcher followed up on the results of the interview by observing the situation related to the topic of the interview.

Checking data with member check is done on the interview subject through two ways. The first method is directly at the time of interview in the form of submission of ideas caught by the researcher during the interview. The second method is indirect, namely in the form of submitting a summary of the results of interviews that have been made by the researcher. In this case, not every research focus gets a member check, but the recognition of the truth of the data by certain parties who are considered as sources of information from those who have been interviewed is declared to adequately represent the target source of the interview information.

- Transferability

The principle of transferability or transfer in qualitative research implies whether the results of this study can be applied or generalized to other situations or places. Basically the results of this study do not rule out the possibility of being applied to other situations and places, if they have the same characteristics and situations. For this reason, the researcher

tries to convey the results of the research in detail so that it is easily understood and interpreted by anyone interested in this research. Therefore, the report's description is attempted to be able to reveal specifically what is needed by the reader, so that the reader can understand the findings obtained.

- Dependability

Dependability or dependence is done to overcome errors in conceptualizing the research plan, data collection, interpretation of findings, and reporting of research results. For this reason, a depend auditor is needed. As the auditor depend in this study are the mentors.

- Confirmability

Confirmability Principle means confidence in the research data obtained. Confirmation is needed to find out whether the data obtained is objective or not. This depends on the agreement of some people on one's views, opinions and discoveries. If it has been agreed upon by several or many people it can be said to be objective, but the emphasis remains on the data. To determine the certainty of the data in this study is done by confirming the data with the informants or experts. This activity is carried out together with auditing dependability. The difference is if the dependability auditing is aimed at assessing the process that is passed during the study, while confirmation auditing is to ensure the linkages between data, information, and interpretations as outlined in the report and supported by available materials.

III. DISCUSSION AND IMPLICATIONS

HR planning in the context of sustainability HR can be seen in how HR management takes into account the procedures and the application of the correct concepts related to how the work unit takes into account matters that include (a) HR Requirements Analysis, (2) HR Analysis, and (3) HR Mapping.

Based on the results of studies of HR management that have been carried out within the FIP UPI work unit, First, those related to HR needs analysis, where the faculty proposes HR needs based on the results of needs analysis on work demands that refer to the quantity and work quality requirements, but faculty support in the request for human resources needs are not in accordance to the request submitted.

Second; with the existence of the first problems mentioned above it can be ascertained that it will have an impact on the support and requests of study programs for human resource needs that are not in accordance to the expected quality of service based on the results of previous HR needs analysis [15].

Third; the neglect of the results of the HR needs analysis requires the mapping of human resources back in a sustainable manner to evaluate the suitability of the work and the mapping of existing HR expertise.

A. Sustainability HR Planning

Quoting Cascio's opinion, it is emphasized that HR Planning will become more important for companies due to globalization, new technology, organizational restructuring

processes, and ethnic differences in the workforce [16]. In other words, the above factors will produce uncertainty and unpredictability, so the company must develop the business and compile an HR plan in synergy with the business plan in reducing the risk due to the uncertainty [17].

Thus an organization / company that employs people to achieve their goals in providing human resources in the current global era and for future projections should not rule out the phenomenon of a massive and turbulent change in the business environment as it is today. Continuity of existence of organizations that live, grow, and develop in the midst of a competitive business environment requires quality human resources [18].

In the era of technology and information, the demands for quality human resources must be adjusted to the needs of the organization, especially in terms of quality. This is important because the progress and sophistication of technology are not balanced with the availability of qualified human resources in operating modern equipment owned by the organization / company, so it will greatly affect the level of success in achieving the goals set.

The lack of human resources both in quantity and quality in an organization due to incorrect planning / projection of human resources in the future can hinder the speed of achieving goals. Thus the concept of sustainability does not only require good planning but also a solution to trial and error in the planning process. Then the link between the environment and the development of technology and information becomes another demand that requires the quality of human resources that must be adjusted to the needs of the organization, especially in terms of quality. This is important because the progress and sophistication of technology are not balanced with the availability of qualified human resources in operating modern equipment owned by the organization / company, so it will greatly affect the level of institution [19].

B. Sustainability HR Recruitment

Sustainability HR emphasizes the existence of clear procedures that can be right since the HR is recruited, thus the HR recruitment process must at least pay attention to matters that include; (1) Authority or authority in Human Resources needs, (2) Study of the adequacy and lack of human resources, (3) Study of readiness in doing work [20].

The working area of educational staff in academic services in higher education including the authority in it must be clear from the start when HR recruitment to meet certain HR needs, thus the work unit can clearly know the scope and product of work in one work unit of a particular work unit carried out by Specific human resources, both understood by the staff concerned or by superiors so that clarity is the basis for providing tasks, controls, performance appraisals and mapping work requirements related to quantity or other work units in support of the existing and clear work units.

Clarity of authority in a particular work unit provides a clear picture as the basis of the work unit in conducting a study of adequacy and lack of human resources to work on a particular work unit. There is no work that is done in good

quality if it is not considered the type of work with a certain quantity of service with a time that is not clearly determined, in this case the study of adequacy and lack of human resources will calculate these things.

HR with a sufficient amount to serve a certain quantity within a predetermined time refers to the results of the study of human resource adequacy that has been carried out and clearly regulated authority must be followed by an analysis of HR work readiness in carrying out its work, thus in this case the work unit is not just filed, fulfilled then indicated the workplace without being followed by the help of superiors in the development of human resources both related to the scope of work and career path, even in the concept of sustainability must be assisted and there is an HR development assistance program related to how HR relates socially and environmentally, socially and the environment in the workplace as well as in the place of human resources living in daily life. This will clearly illustrate that these human resources receive professional treatment as educational staff whose existence is recognized to provide a real contribution in the scope of inseparable higher education, not just one who is as a complement and less respected in the social and environmental context only because of his position as administrative staff.

C. Sustainability Placement of HR

As in the HR management concept, Sustainability HR positions HR placement as very important, given that the presence or absence of HR must make a positive contribution as expected, which refers to the results of previous stages in HR management, not placing HR in one position then also simultaneously other burdens arise because of the impact of poor placement and neglect of the social and environmental aspects of the HR itself. Thus the concept of sustainability is in line with the concept of HR management in placing HR at least including; (1) Suitability of equality place in work; (2) Authority for the use of facilities for the development of work units; (3) The use of work unit finance programs for the welfare of employee's / education personnel [21].

The placement of HR in a work unit and within a particular work unit must pay attention to the suitability of the place and equality in work, this will certainly be possible if there is particular attention to the previous steps. Thus the deployment of HR in accordance to the results of job mapping and HR expertise itself is one of the important factors in the sustainability of HR, considering the concept of the right man on the right job requires the implementation of a work objective in a work unit as a work unit that is inseparable in achieving the vision, mission and objectives of the work unit. However, sometimes the placement of HR based on expertise and suitable work is not enough in the concept of sustainability, because human beings are dynamic and many factors that influence the achievement of performance can be achieved.

Then no less important than the aspect of suitability of the type of work and HR expertise, of course HR placement must be followed by providing support for the development of HR in the work unit, both in terms of work facilities and in terms of financing. Facility aspects provide the main support in the workplace tailored to the type, needs, and number of expected

service products [22]. Apart from the suitability of facilities with the type and number of services expected, also must provide guidance related to repair and maintenance of work facilities and infrastructure related to their authority, where various procedures related to the management of facilities and infrastructure must be socialized and ensure that circulation guarantee is not disturbing Academic services provided are in accordance with their duties.

The next aspect is how the financial business circulation that occurs can be known by employees related to its designation as a facility to improve employee welfare, this focus will be highlighted more sharply by employees than other users that cannot be understood in the sub-financing other than in the work unit, whether it is bigger or smaller than the other sub-financing, this will be very easy to track even if it is not by experts and raises speculation that is wrong if not given information from experts. Clearly the concept of sustainability must look at this aspect, with the risks being considered for the social and environmental impacts of the HR itself, such as jealousy, indifference, lack of well-being of employees, as well as HR efforts outside of the work faced in the workplace to meet life's needs as a definite demand and urge and existence in the social environment in which the human resource lives.

D. Sustainability Evaluation and HR Development

HR Evaluation and Development in the concept of HR management clearly provides an overview of HR sustainability to improve deficiencies that occur in each stage of HR management [23]. Thus the existing human resources can be re-awakened to their existence with the existence of evaluation and development so that existing human resources can return to improve their performance not only be a work unit burden in waiting for the decision of certain human resources in making their way of life with an indifferent attitude towards their current work. In this case the evaluation and development of at least include; (1) Evaluation of employees by direct superiors; (2) employee evaluation by peers; and (3) Evaluation of employees by an independent team [22].

Evaluation of performance tends to be a scourge for employees, even though if it departs from the concept of evaluating the performance itself, employees should feel helped because it can measure their own development so far in the context of their work, and of course this will be a multilevel capital for employees, remembrance that is remembered from humans by other human's ranges between goodness or badness included in its performance.

Therefore, in the context of sustainability, employee evaluation must be carried out as understood by the employees to be one of their self-development processes, with this understanding the efforts made by the workers are not just face-to-face to get good grades but really measure themselves towards the environment his work, both from his boss, and from his colleagues or from an independent party.

Anomalous employee actions towards performance appraisal as one part of employee evaluation will not last long, only a matter of time will wait for the impact, given the incompatibility between work products and the work image itself, however in the context of sustainability this cannot left

just like a parasite whose existence is clearly known and its impact.

IV. CONCLUSION

Management of human resource planning at the Faculty of Education is carried out comprehensively based on input from various parties, but in practice the needs in the recruitment system are fully determined by university policy.

The existence of sustainability resources allows the organization to continue to grow because it has productive personnel, while for employees with sustainability allows the ability to continue to grow, continue to gain trust. Sustainable activities will be effective in addition to being carried out by HR managers also involving the employees themselves, because in the sustainability activities there are activities that can be directly carried out by employees, such as in daily interaction and communication activities with stakeholders, employees can interact and communicate in their work both internally and externally, through this activity, it will be potential in achieving the organization's sustainability goals. The fitness between expectations and reality and demands by the Faculty of Education are not as viable as possible so that in practice the Human resource management planning in the Faculty of Education, University of Indonesia Education is needed analysis of the readiness of human resources in carrying out their works. Thus in this case the work unit does not just submit, and fulfilled, then the workplace is shown without being followed with the help of superiors in the development of good human resources related to the scope of work as well as career paths, even in the concept of sustainability, it must be assisted and there is an HR development assistance program that is related to show human resources relate socially and environmentally, both socially and environmentally in the workplace and in the place where they live in daily life.

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