

The effect of Strategic Human Resource Management Research in Higher Education Institution

Otto Berman Sihite¹, Martinus Tukiran²

^{1,2,3} Pelita Harapan University, Indonesia

ABSTRACT: *In order to study what is a concern in order to enhance human resources, different forms of research have been performed. In addition to research undertaken by non-profit corporations and profit-oriented organizations. For this reason, this research is also often carried out by universities or higher education as a form of obligation in order to enhance awareness through innovation. This is due to a community phenomenon, especially industries engaged in services or hospitality, that needs to be improved. In general, all research carried out always results in the creation of human resources to make employees feel an attachment to always having a feeling of belonging to a corporation or company and wanting fulfillment in the organization through the different performances they perform. These findings have been extracted from two forms of methods that can be performed both qualitatively and quantitatively.*

Key words: *Strategy, Human Resource, Higher Education, Strategic Human Development*

A. Introduction

As we all know, there has recently been a lot of research on human resource development and it should be considered. This is due to the rising demand from profit-oriented companies and non-profit organizations, as human resources development is very complex. For the sake of corporate priorities, how can stakeholders improve human capital to be more advanced?

In order to do so, inform universities or higher education that this is a good opportunity to contribute and participate in this study. The explanation why higher education is so passionate about participating is that the university will produce graduates who are able to participate in the world of work in the future.

For this purpose, both in terms of science and general knowledge, the university must train its graduates in preparation for what will happen when they are sent into the field of work or the world of industry. The findings of the study should be disseminated to organizations in need, aside from the needs of the university itself. In the literature review that will be carried out by reviewers, the emphasis is typically on the advancement of human capital concerning universities or higher education.

For this reason, the reviewer has named "The impact of Strategic Human Resource Management Research in Higher Education Institutions" in this literature review.

A. Literature Review:

1. Empirical Evidence of Strategic Human Resource Management

The results of the study show that the higher education institutions under study have a healthy level of Strategic Human Management (SHRM) understanding, based on the expectations of the participants.

Latest research and studies have shown that one of the evidence demonstrating that the company can perform strongly is the SHRM human resource management approach. In company organizations, however, it exists.

In addition, other facts suggest major differences in both conceptual and empirical research in higher education about SHRM. In an Arab country, there are gaps in the research being performed. Many institutions pay attention to the significance of a variety of strategic human resource management components. With this analysis, through seeing the practice directly in universities, to see and find out the institutional incorporation of HRM strategy.

Analysis was therefore carried out using techniques of quantitative and qualitative exploration. In addition, to analyze how best management practices can be implemented in higher education, a research design was developed. A survey was then performed, and the method was then provided to the workers at the universities chosen to assess the extent of the implementation of the HRM strategy.

After that, by grouping the same variables, a statistical analysis is performed to classify the target areas applied to the university. After that, the findings were found and showed that, based on the perceptions of each participant, there was knowledge of SHRM with a strong level of perceptions of higher education participants, especially members of the faculty who needed to concentrate or pay a lot of attention to SHRM practice. Examples of such issues include the employee recruiting process.

Why is this happening? Since the current approach is ineffective and needs very important attention. In addition to the above, there is also an outcome for the performance evaluation of the participants, and there is a compensation scheme that does not improve the motivation of each employee. For this purpose, prior research and observations and attempts to establish an understanding of the HRM will be accompanied by these reports or papers. Tocher and Rutherford (2009) describe human resource

management (HRM) as a collection of activities and functions aimed at establishing and sustaining a workforce structure in businesses.

In good HRM practice, recruiting, selection, evaluation, training, compensation, and employee relations are all practices. (2011 Guest).

SHRM has been an important principle for enhancing the strategic capacities of companies, ensuring that dedicated, motivated and qualified labor is available (Branine & Pollard, 2010). In order to produce ideal performance, companies with good strategic capabilities prefer to incorporate their HR processes into their core organizational strategies (Lengnick-Hall et al., 2011).

For this reason, with a better method, work practices such as the above findings need to be strengthened and implemented. Then, to contribute to the workforce and be helpful to the area of human resources growth and management, it is important to carry out further ongoing research.

In addition, the results are relevant for stakeholders if we pay attention after doing this analysis. Stakeholders, particularly in educational institutions, are an example, since the institution of higher education is responsible for the efficient use of resources and the diminishing resources of the country. In addition, the administration responsible for overseeing each university should recognize more talent gaps and needs that may provide a better solution to the quality and effectiveness of their work. Third, the influence of current and prospective workers, including Saudi faculty members, will be better able to understand the situation of their employer and see how successful they are in improving their expertise, abilities, and capacity for human resources.

For this purpose, universities, both as administrators and policy makers, need to plan and manage high-quality, scalable training courses and seminars with a payment system and a results-based performance appraisal system; they should also enable faculty members to engage in decision-making processes that develop their expertise and skills. The interests of the university will then aim to develop an adequate performance evaluation and a better compensation framework to demonstrate a direct causality between the compensation and performance of academic staff at universities and other educational institutions, especially higher education.

2. A Contribution from the Human Development Approach.

The paper suggests that the idea of human development be put at the heart of HE. Significantly, the article claims that its key elements are significant.

Many nations have and have set Sustainable Development Targets that will direct global development and are on the agenda of these countries for the coming years. As seen in the writings under this hypothesis, where the role played by higher education (HE) in contributing to the goals of the state in terms of sustainable human development was included or discussed in this article, it can be concluded that the VISION OF HIGHER EDUCATION presented too limited and unable to capture the nature and full sense of sustainable human development.

The article suggests putting the idea of human development in the center of college, moving away from problematic metrics and thresholds that understand higher education as a producer of human capital. So that a result is obtained in this article in particular, namely, the article argues and emphasizes that it can provide a voice and useful ground for a more transformative organization to be the key element in growth (the normative approach, the concept of capacities, roles, and agents). In line with efforts already made, the Sustainable Development Goals (SDGs) were approved at the United Nations headquarters in New York in September 2015. For the next 15 years, these targets have been planned and will replace the Millennium Development Goals (MDGs). In addition, the article seeks to restore the true roots of the paradigm for sustainable human growth. It uses a central element of the approach to human development which, as one of its key criteria, includes sustainability. As several scholars have indicated (i.e., Leichenko and O'Brien 2008; Gasper 2013), if it is not sustainable, and vice versa, a social justice model will not be established. We outline a higher education proposal from these components, spanning all areas of influence: teaching and learning, science, social participation, and institutional governance. The study results are also in line with UAE research, which highlights and claims that universities are very supportive of efforts to develop sustainable human capital.

When further analyzed, an approach is called a capability-friendly approach to ensuring procedures, successes, and policies for higher education. A theoretical approach, in the view of researchers, helps one to think about universities' desire to enhance individual growth. And it's interactive. Higher education can be a multiplier of generative skills in this regard, with a increasing influence on individuals, communities, and societies. That must be the objective of the university, and human development principles must also direct action for improvement, and must be assisted by public policy-making and governmental support.

If this is the way we view universities and their contribution to growth, then we must assume that universities will become stronger players in transforming sustainable development. Indeed, considering the diversity and involvement of both internal and external stakeholders, human development looks rather contextual, being the most relevant in determining how a fair and meaningful university should be to

generate credible findings. It should be recalled, however, that because it embraces the good of society, social justice and sustainability are non-negotiable values in the concept of a political narrative that should take place in universities.

3. The Main Strategic Directions of the Education System Development

The key strategic directions for the growth of Russian education are established, the European experience in hospitality education is summarized and the main developments in the development of the hospitality education system in Europe are formulated. The significance and relevance of a study that contributes to the intense growth of the tourism and hospitality industry, which will have implications for the increased business needs of qualified workers, should be taken into account when sharing business areas. Professional workers are important for the growth and creation of hospitality. The goal of this paper is to examine and determine whether the key strategic developments are seen and predicted in the future, whether in technology or in educational methods used to enhance the training of trained hospitality workers. For this purpose, the key focus must be the growth of human capital. The authors use theoretical and analytical research techniques for a modern study of the hotel industry's educational process; biased expert assessment is applied in terms of economic statistics and factor analysis. In the article published in Russia, and in the article in its conclusion on the quality of education, the primary trend is evident in the change in the education system in the development of staff by Russian institutions of higher education, including those in which the training of staff in the hotel industry is carried out. The main strategic path is decided by the growth of Russian education. The European experience of industrial hospitality education is summarized. The key developments in the growth of the education system are already being developed and formulated for the European hospitality industry. In particular, the implementation of professional standards in the Russian hospitality education system is proven and a draft 'road map' for the growth of the higher education system (for example, personnel education for the hospitality industry) for 2025 has been drawn up.

Many processes have been under way in recent years to overhaul the education system, which has been increasingly successful and sustainable. To maximize this strategy, a budget for education has been developed and this budget should be used to boost the role of Russian institutions of higher education at the international level. Another purpose is an attempt to establish a curriculum that is coordinated and integrated. The number of Russian Federation higher education institutions joining the world's finest

universities rises every year. According to the British magazine Times Higher Education (THE), the World University Rankings (2016) 2016-17 included 980 global higher education institutions in the international study file, among which the number of Russian higher education institutions increased to 24 out of 11 higher education institutions in 2015.

The 2014 writings of Romanova & Chernova note that the key task of Russian universities is to provide quality education, keeping its classical roots in line with the actual and strategic needs of Russian society and, in particular, of individuals. All of this is aimed at setting new standards for specialists and at the emergence of new teaching approaches using emerging technology. In order to determine contemporary trends in modern Russian education, a catalogue of new qualifications for employees and employee positions has been created which includes the qualification features of specialists and employees and managers.

It is clarified in this research that there has been a growing reform phase in the education system; its effectiveness continues. With the goal of maximizing budgetary expenditure on prepared education and improving the role of higher education institutions in Russia to position themselves globally, educational organizations are being integrated. The number of Russian Federation higher education institutions joining the list of the world's best universities will increase each year.

Summary Method, Subject, Population, Sample, Finding:

| Remark | Article 1 | Article 2 | Article 3 |
|--------------|---|--|--|
| Year | 2016 | 2015 | 2016 |
| The Research | There is a huge gap in both conceptual and or empirical studies on SHRM in higher education | Recovering the real basis of a model of sustainable human development. in higher education | This article have used theoretical and empirical research methods |
| The Locus | Organisation in Arab world | Spain and reflect to other counties | This gap is more so in Russia |
| The purpose | To explore the integration of institutional strategies to HRM by examining the strategic HRM practices in universities in Saudi | To explores the role which higher education (HE) has been assigned in contributing to sustainable human development, and concludes that the vision of HE offered is too narrow and unable to capture the essence and full meaning of sustainable human development | To examine and assess the main strategic trends in educational technologies and methods used for education of qualified personnel for the hospitality industry |

| | | | |
|-------------------------|---|---|--|
| The Method | A quantitative and qualitative exploratory research design | A qualitative exploratory research design | A Quantitative with the economic-statistical and factor analysis |
| The Participants | Administered to staff in the selected higher education institutions in Saudi | Higher education in Spain | Professional standards in the Russian system of education for the hospitality industry |
| The Data | Faculty or teaching employees per university was approximately 258 people. | The data was collected, is by survey interview | By survey interview The surveyed (56%) and employers (55%), a third of young specialists (36%) assess the quality of education as an average. According to the opinion of 22% of the population, the level of education of graduates in Russian universities is high |
| The Finding | The results of the study indicate that based on participants' perceptions, the higher education institutions under study have a strong level of awareness of SHRM | Proposes placing the concept of human development at the centre of Higher Education | To propose the quality of Russian education are made, the main trends in change of system of personnel education by the Russian higher education institutions are proved, including those in which personnel education for the hospitality industry is conducted |
| The Author | Alwiya Allui & Jolly Sahni. | Alejandra Bonia, Aurora Lopez-Foguesa and Melanie Walkerb | Natalia A. Zaitsevaa, Elena L. Iinaa , Elena Y. Nikolskayaa Marianna M. Romanovaa and Anna A. Larionovab |
| The Journal | 12th International Strategic Management Conference www.sciencedirect.com | JOURNAL OF GLOBAL ETHICS, 2016 VOL. 12, NO. 1, 17-28 | INTERNATIONAL JOURNAL OF ENVIRONMENTAL & SCIENCE EDUCATION 2016, VOL. 11, NO. 16, 9155-9168 |

B. Conclusion and Discussion:

Based on the information and descriptions as mentioned above, in terms of primarily on Human Growth, we can see and conclude that parallels can be obtained. The most important material of Human Development is the importance,

both in educational organizations and business-oriented organizations, of the processes and structures that must be developed. In addition to concentrating on human development, research also focuses on the development of methods of education, namely, universities. Although the locus of study is different and the techniques used are different, and the objects are also different, the university is very serious about carrying out its research in human enhancement and development.

We as a reviewer needs to determine, in this case, that the study is promising. It is easier, however, if more research is carried out on some aspects that the research would do, since the emphasis described above is only on the creation of human capital in that research. It is worth noting, however, that the emphasis is on building tools that have contributed to the time and work experience of the company. Therefore, to obtain results to see the potential and talents of these employees and do analysis and refining, it will be obtained which sections are appropriate for these employees in the university setting and those that overlap with community groups, profit-oriented organizations. The transparency of the study can be justified; in addition, the institution would benefit greatly from the advances of the university, such as improved rankings and accreditation by the university itself.

C. Recommendation:

For this purpose, additional variables are necessary so that the research carried out can have a general and precise effect in the present and future on organizations and institutions. Since profit-oriented organizations are not only human resources in the university setting, but also those that overlap with community organizations. So the study's transparency can be justified. Furthermore, advances achieved by the university, such as improved rankings and accreditation by the university itself, would greatly help the university. For this purpose, additional variables are necessary so that, in the present and in the future, the research carried out can have a general and precise effect on organizations and institutions. As already outlined in the Recommendation, due to rapid changes in both education and human resource management knowledge, accountable research is required at present, and young researchers will have reliable sources as a basis for more research in the future. The end aim of all research carried out is to have a more advanced future for organizations or higher education institutions.

References:

- [1.] A Hussain, A. Z. (2011). Barriers to knowledge management in Saudi Arabia. (Doctoral dissertation). Available from ProQuest Digital Dissertations and Theses database.(UMI No. 3481091
- [2.] Alejandra Bonia, Aurora Lopez-Fogues and Melanie Walkerb. INGENIO, CSIC-UPV, CPI – Universitat Politècnica de València, Valencia, Spain; CHRED, University of the Free State, Bloemfontein, South Africa. Higher education and the post-2015 agenda: A Contribution from the Human Development Approach. JOURNAL OF GLOBAL ETHICS, 2016 VOL. 12, NO. 1, 17–28 <http://dx.doi.org/10.1080/17449626.2016.1148757>
- [3.] Alkire, S., and S. Deneulin. 2009. “The Human Development and Capability Approach.” In An Introduction to the Human Development and Capability Approach, edited by S. Deneulin and L. Shahani, 22–49. London: Earthscan.
- [4.] Alwiya Allui & Jolly Sahni. (2016). Strategic Human Resource Management in Higher Education Institutions : Empirical Evidence from Saudi. 12th International Strategic Management Conference, ISMC 2016, 28-30 October 2016, pages 361 Antalya, Turkey. Available in Available online at www.sciencedirect.com. Doi: 10.1016/j.sbspro.2016.11.044
- [5.] Anand, Ch.K., Bisailon, V., Webster, A. & Amor, B. (2015). Integration of sustainable development in higher education – a regional initiative in Quebec (Canada). Journal of Cleaner Production, 108, 916-923
- [6.] Bayburova, O. R. (2012). Cooperation of business and education in personnel education for the hospitality industry. Human capital and professional education, 3(3), 56-62
- [7.] Besse, R. M. (1973). A comparison of the university with the corporation. In J. A. Perkins (Ed.), The University as an Organization. New York: McGraw-Hill.
- [8.] Berry, L. H., Hammons, J. O., & Denny, G. S. (2001). Faculty retirement turnover in community colleges: A real or imagined problem? Community College Journal of Research and Practice, 25, 123–136.
- [9.] Bush, R. W., & Ames, W. C. (1984). The Maricopa colleges: Master planning for human resources. Educational Record, 65, 22-26.
- [10.] Cameron, K. (1983). Strategic responses to conditions of decline. Journal of Higher Education, 54, 359-380.
- [11.] Gasper, D. 2013. “Climate Change and the Language of Human Security.” Ethics, Policy & Environment 16 (1): 56–78.
- [12.] Khaled Aladwan Ramudu Bhanugopan Brian D'Netto , (2015), "The effects of human resource management practices on employees' organisational commitment", International Journal of Organizational Analysis, Vol. 23 Iss 3 pp. 472 - 492
- [13.] Khairuzzaman et al., (2014), "The impact of human resource management practices on performance", The TQM Journal, Vol. 26, Iss 2 pp. 125 – 142
- [14.] Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. Human Resource Management Review, 21, 243-255.
- [15.] Natalia A. Zaitsevaa, Elena L. Iinaa , Elena Y. Nikolskayaa Marianna M. Romanovaa and Anna A. Larionovab a. Plekhanov Russian University of Economics, Moscow, RUSSIA; b. Moscow State

-
- University of Design and Technology, Moscow, RUSSIA. The Main Strategic Directions of the Education System Development (on the Example of Higher Education Institutions on Personnel Education for the Hospitality Industry). INTERNATIONAL JOURNAL OF ENVIRONMENTAL & SCIENCE EDUCATION 2016, VOL. 11, NO. 16, 9155-9168
- [16.] Oketch, M., T. McCowan, and R. Schendel. 2014. The Impact of Tertiary Education on Development: A Rigorous Literature Review. Department for International Development. Accessed May 20, 2015. https://eppi.ioe.ac.uk/cms/LinkClick.aspx?fileticket = PORTfd_qWFo%3D&tabid = 3437
- [17.] Romanova, M.M. & Chernova, A.A. (2014). Specifics and peculiarities of educational services in the sphere of services . Economics, Statistics and Informatics. UMO Bulletin, 2, 13-16
- [18.] Saviotti, P.P. & Bogang, A.P. (2016). Education, structural change and economic development. Structural Change and Economic Dynamics, 38, 55-68
- [19.] Smith Cook, D. S ., & Ferris, G. R. (1986). Strategic human resource management and firm effectiveness in industries experiencing decline. Human Resource Management, 25, 441-458