

Recruitment and Selection Educators at Mulawarman University Samarinda East Kalimantan

Sutikno ^{1*}, Suryono Agus ², Setyowati Endah ³

Master of Higher Education Management Program, University of Brawijaya, Malang, Indonesia

Faculty of Administrative Sciences, University of Brawijaya, Malang, Indonesia

Abstract

The purpose of this research is to describe and analyze the recruitment and selection of teaching staff at Mulawarman University to realize good governance, so that they can compete nationally and internationally towards World Class University and face the challenges of the Industrial Revolution 4.0, and are required to master three literacy fields, namely literacy in technology, humanities and artificial intelligence (AI). So universities must be able to have human resources, especially educators who are professional and have international standards. The success in getting professional educators lies in recruitment, selection, training and development. The problem that arises is that in the recruitment of educators, state universities always get less formation than is needed, while the ratio of lecturers and students must be met. The series of decision making regarding the appointment of contract lecturers carried out by Mulawarman University to meet the ratio of lecturers to students needs to be examined and explored further. The research method used is a qualitative method, using data collection techniques from interviews, observation and documentation studies as well as using qualitative data analysis of the Spradley model. The findings in the field show that, there are two series of recruitment and selection activities, the first is the recruitment and selection for CPNS educators, and the second is for Non PNS educators through several stages.

Keywords: recruitment, selection, educators

INTRODUCTION

It has become a dream and demand of higher education institutions in Indonesia to be able to compete both nationally and internationally so that they can compete with other universities in the world better known as world class university (WCU). Government commitment in supporting programs towards world class university, through the Ministry of Research, Technology and Higher Education continues to support eleven national universities in achieving international class quality following three homeland universities in the world's top 500 ranking. According to Muhammad Nasir the Minister of Research.

Technology and Higher Education stated that, there were three Indonesian universities that had been included in the Top 500 University version of QS rank. Namely the University of Indonesia (UI) occupies 277th position, Bandung Institute of Technology (ITB) at position 330 and Gadjah Mada University (UGM) at position 301.

In addition, the Ministry of Research, Technology and Higher Education has formed a World Class University team consisting of figures - senior and young people who excel. [1].

Challenges of the Industrial Revolution 4.0. also requires universities to take part and are required to be able to produce millennial generations who have quality and are innovative and able to learn to master the latest competencies and prepare graduates for future jobs. Where students and graduates must be able to master the new literacy in the Industrial Revolution 4.0 which includes at least three areas of literacy, namely literacy in the fields of technology, humanities and artificial intelligence / AI. in order to make all that happen, human resource qualifications are needed in this case professional educators and international standards. Minister Nasir added that to apply academic skills in the world of work soft skills are needed, especially the ability to system thinking, collaboration in cross-professional teams, and leadership, and followership is proportional [2].

Higher education institutions must recognize the importance of human resource management starting with recruiting competent and optimal people at the right time and in the

Correspondence address:

Sutikno

Email : tiechno@yahoo.com

Address : Fakultas Ilmu Adminsitrasi Universitas Brawijaya

right place, this process plays an important role in the productivity of a higher education institution. As [3] stated that competent employees can provide fierce competition to competitors so that recruitment and selection of employees need to be addressed with strategy, implementation, and all healthy constructive and productive steps used to implement the recruitment process and organization selection".

In Law Number 12 of 2012 article 71 paragraph 1 [4] states that PTN Leaders can appoint permanent lecturers in accordance with the National Higher Education Standards (SNPT) with government approval, then in paragraph 4 it is said that further provisions regarding the appointment of permanent lecturers at PTNs are regulated in ministerial regulations. In the process of civil servant recruitment and selection activities must follow the regulations set by the government, in this case, State Universities (PTNs) have the authority to regulate the human resources needed in accordance with the specified skill qualifications. technology research and higher education to get a formation.

The problem that arises is that the formation obtained is always less than the necessary needs, while the PTN itself must be able to meet the ratio of lecturers and students. So as to overcome this problem, the government issued Regulation of the Minister of Education and Culture number 84 of 2013 [5] concerning Permanent Appointment of Non-Civil Servant Lecturers at State Universities and Permanent Lecturers at Private Universities. State Universities can appoint permanent non-civil servant (PNS) lecturers when fulfilling the provisions contained in article 4, which is based on the Higher Education Data Base (PDPT), the ratio of lecturers to students of a study program at Higher Education has not met the National Higher Education Standards (SNPT), and must get approval from the Director General of Higher Education.

MATERIAL AND METHOD

This paper was written in an effort to present a study with a special study of recruitment and selection of teaching staff at Mulawarman University in Samarinda, East Kalimantan in order to realize good governance to produce quality educators not only limited to skills in science, but also effective and not do contradictory behavior. As a step in uncovering the phenomena that occur in the field, then the

facts are extracted from the natural setting that is usually referred to as natural setting. So that the writer uses a qualitative research approach, qualitative research emphasizes a complex and holistic picture, a reference to a complex narrative that invites the reader into the plural dimensions of a problem or issue and presents it in all its complexity, [6].

Whereas in [7] states that qualitative research means the process of exploring and understanding the meaning of individual and group behavior, describing social problems or humanitarian problems ". The data analysis process is divided into stages in qualitative research into four stages, namely (1) domain analysis, (2) taxonomic analysis, (3) compound analysis, and (4) analysis of cultural themes.

Human Resource Management

According to [8] human resource management is: A strategy in implementing management functions starting from planning, organizing, leading, and controlling in every HR operational activity / function starting from the process of withdrawal, selection, training and development, placement which includes promotion, demotion and transfer, performance appraisal, compensation, industrial relations, to termination of employment, aimed at increasing the productive contribution of organizational human resources to achieving organizational goals more effectively and efficiently.

Recruitment

That [9] states that: HR Recruitment is defined as any practice or activity carried out by the organization to identify and attract potential employees. Whereas according to [10] stated that Recruitment is one of the activities of human resource management after performing the function of human resource planning to search for prospective employees who will occupy certain positions in an organization (agency), both government and private institutions.

While [11] explains that in the process or steps of recruitment, organizations / institutions must determine based on forecasting human resource needs, withdrawal (recruitment), selection, placement, orientation, and employee induction.

Seleksi dan Penempatan

The selection process involves joint decision making in institutions to submit or not a job offer and how attractive the job offer is. The door to selection in general is file selection or

compliance with administrative requirements. From a number of applicants who have undergone the employee selection process through the prescribed test procedures. According to [12] from the definitive point of view states: Selection is a series of steps carried out to decide whether an applicant is accepted or rejected, in a particular institution after undergoing a series of tests carried out.

RESULT AND DISCUSSION

1. Forecasting Human Resource Needs

To achieve maximum organizational performance, every stage in human resource management practices must run well. If one of the stages has a problem, of course the performance of the organization is difficult to achieve the goals to be achieved. Prediction or forecasting as an initial stage of human resource management practices is needed in an effort to prepare human resource planning. Every human resource planning that expects conformity between future conditions with the characteristics and qualifications of future human resources is determined by the ability to make predictions.

Prediction or forecasting of human resources seeks to determine what kind of employee, what position / position, how much is needed, both the provision of expertise, skills and how many employees the organization needs. The purpose and function of forecasting is to ensure accuracy as well as can be used as a basis for calculating the process going forward. The function of the forecasting will be seen when making decisions, with the aim of reviewing organizational policies that apply today and in the past, and see how many changes in the future. The forecasting process which is then followed by planning for human resource needs, in its implementation must be free from the pressure and interests of other parties.

a. Forecasting the Needs of Educators

The recruitment process starts from forecasting in order to establish the demand and supply of human resources so that various positions can be estimated, so that there are shortcomings and excesses of employees in the future. The process of forecasting the needs of teaching staff at Mulawarman University in Samarinda, was carried out as an effort in preparing the planning of the needs of the teaching staff, and carrying out the role of human resource management.

Mulawarman University in preparing the forecasting needs of teaching staff is only based on requests from the Ministry of Research and Technology, Technology and higher education through HCDP documents and not purely based on workload analysis. So that it was impressed that Mulawarman University did not carry out the principle of transparency and independence to the fullest. Where there are some faculties that do not provide information on the advantages and disadvantages of employees to the personnel department so that in preparing the forecasting of human resource needs it still cannot be considered good. In fact, Mulawarman University as a university that has the status of a Public Service Agency (BLU) and in the future must also prepare to become a university with legal status, required to have a strategic plan, one of which is in the field of human resource management that must be accountable.

That the implementation of human resource management in order to realize good governance in today's public organizations must be directed not only at the responsibility of issues that are incidental but also in an effort to anticipate planned to face and solve problems in the future . So the role of forecasting human resources is expected to be able to provide information to leaders or authorized officials regarding the needs of employees in the near term also in the long term, and can determine the steps in employee recruitment, in accordance with the demands of the organization.

a. Planning for the Needs of Educators

One of the important things in the process of planning the needs of educators is to get the right and balanced formation of educators so that an effective and efficient process of activities can be carried out. This is one application in detail from the concept of human resource management that is realized as one form of integration between management functions, namely planning into one of the special functions of human resource management, namely the procurement / recruitment function. The plan outlines the demands of clear needs, and includes consideration of job analysis, posting jobs, taking into account budgetary capabilities.

Human resource planning is an agency officials tool that is closely related to the problem of human resource allocation which is an activity related to the budget process used by legislative budget. Planning the needs of educators at Mulawarman University Samarinda as a direction

for the preparation of a plan for the needs of educators who are realistic and close to reality, which then provides guidance starting from the process of procurement, placement, development to evaluation.

But in reality the planning of the needs of educators at Mulawarman University is only done when there is a request for a CPNS procurement formation, while non-PNS educators are not included in the planning of employee requirements or bezzeting proposed to the Ministry of Research, Technology and Higher Education. whereas if referring to Permendikbud Number 84 of 2013 in article 5 points a, and b it is stated that the procedure for the appointment of permanent non-PNS lecturers, the first PTN must arrange the needs of non-PNS permanent lecturers and then propose the needs of non PNS permanent lecturers to the Director General. From this it can be seen that Mulawarman University does not comply with the laws and regulations.

2. Recruitment

Recruitment as one of the operational functions of human resource management with the aim of attracting and placing competent, harmonious, and effective people and meeting certain job qualifications needed by the organization, must be supported by an appropriate recruitment process and in accordance with the needs and capabilities of the organization. The success of a recruitment process will affect the success of the functions and activities of other human resource management after the recruitment process is completed. Mulawarman University Samarinda as a public organization periodically recruits employees, especially educators, to add, maintain or readjust all employees according to human resource needs.

Thus, the reason for recruitment must be strong and accountable, because the impact of recruitment for state universities will lead to ongoing state burdens such as routine costs for employee salaries that will burden the state budget. So that consideration and implementation of recruitment must be clear and run well. To realize good governance in the process of recruiting educators, several stages need to be carried out which include determining the basis of recruitment, determining recruitment sources and recruitment methods / techniques.

a. Determination of Basic Recruitment

Higher education institutions are given the freedom or autonomy rights in the implementation and management through the statutes of each university which contains the basic regulations, operational procedures, etc., based on the provisions of the applicable legislation. This means that in every organizing and managing activities, including recruitment and selection of employees must be based on statutes or applicable laws and regulations.

The practice of recruitment and selection conducted by Mulawarman University in Samarinda, for the recruitment of civil servant teaching staff is appropriate because it is done centrally in accordance with government regulations Number 98 of 2000 as amended by Government Regulation Number 11 of 2002 concerning the procurement of civil servants, and also PP Number 11 of 2017 concerning the management of civil servants. While the recruitment and selection practices for non PNS educators need to be corrected.

If you look at Minister of Education and Culture Regulation number 84 in 2013, Article 5 contains procedures for the appointment of permanent non-PNS lecturers. The procedure or procedure for the procurement of non-PNS permanent lecturers is almost the same as the procedure for CPNS recruitment, while Samarinda Mulawarman University does not implement as mandated by the regulation.

Mulawarman University Samarinda also does not have a Chancellor Regulation and a SOP that oversees the management of non-PNS employee recruitment. With the issuance of Government Regulation Number 49 of 2018 concerning Management of Government Employees with Employment Agreements (PPPK) certainly brings fresh air to the implementation and management of universities. however, whether the presence of the regulation provides a solution or even brings a problem, of course a more in-depth study is needed.

b. Determination of Recruitment Sources

Recruitment sources can be from internal or external organizations. Internal sources at Mulawarman University in Samarinda can be from educators from other faculties in the Mulawarna University of Samarinda who have allied or the same field of science. But the status is not transferred or transferred, but only a second. The weakness of the utilization of these sources is that they cannot be used as the basis for calculating the ratio of lecturers and students,

so that they cannot assist in the framework of accreditation of study programs.

While external sources are educators from outside Mulawarman University, for example extraordinary lecturers brought in from other universities or retired educators who are re-employed. You can also recruit new educators openly through announcements that are disseminated through websites, mass media and social media and others.

Thus it means that Mulawarman University has fulfilled the principle of equality and fairness. Where Mulawarman University provides the same opportunity, treat employees as valuable resources through a system of knowledge based management facilities in using recruitment resources. Besides that, it also applies the principle of effectiveness and efficiency, where Mulawarman University knows which employees are needed and where to find competent employees to fill in as needed.

c. Recruitment Method

Many recruitment methods or techniques can be chosen by the organization in recruiting. Where the method or technique used is tailored to the conditions and needs of the organization, recruitment efforts with certain techniques aim to be able to answer the needs of employees while also understanding the limitations of facilities and infrastructure and the available budget. In higher education sometimes they choose several methods and techniques of recruitment depending on the situation and conditions that occur. Some things that are considered to determine the selection method or recruitment techniques are first related to the available cost aspects, and the second is the parts or work units that require employees.

In practice Mulawarman University Samarinda uses two techniques in recruiting and selecting educators. That is a combination of centralized techniques (Centralized Recruitment Technique) and decentralized techniques (Decentralized Recruitment Technique) which are intended for recruitment and selection of CPNS educators and for the procurement of Non PNS educators using the Decentralized Recruitment Technique.

Centralized recruitment techniques are more efficient considering that the technique can get a large number of employees to meet several work units in a single recruitment activity, thus saving costs. But the human resources department must work extra, periodically estimating the number and quality of employees

needed. In fact, predicting employee needs accurately is not easy and simple. The overestimate tendency carried out by staff management often occurs because the view is better than the disadvantages. Centralized recruitment techniques also require more time.

Decentralized recruitment techniques are usually used by relatively smaller agencies with limited and specific recruitment needs. The consideration that makes use of the decentralization technique is that agencies can directly control how the recruitment process is held. However, the weak point of this technique is that the relationship with the central government is cut off and loses control. The tendency of several agencies that combine centralized and decentralized techniques has consequences for the tight supervision and control.

d. Job Announcements and Registration System

Announcement of vacancies in the recruitment and selection process is one form of transparency of an organization, as a form of responsibility for the obligations of information disclosure and information providers. formation vacancies must be announced widely by the Personnel Development Officer through mass media and / or in other forms so as to provide as many opportunities as possible to Indonesian citizens to submit applications, and provide more possibilities for agencies to choose the most capable candidates in carrying out their duties which is given.

In accordance with the applicable laws and regulations, Mulawarman University has provided complete information ranging from requirements, placement plans, registration systems and others, relating to the implementation of recruitment and selection both for teaching staff who are civil servants and non-civil servants. Through announcements both on University Websites and faculties, also through newspapers and social media. This is a manifestation of transparency, accountability, responsibility and fairness in the efforts of Mulawarman University to realize good governance in the implementation of recruitment and selection. Although specifically for the selection of non Government employees educators in its implementation it has not been maximized.

3. Employee Selection

The next process after completing the employee recruitment process is to conduct

employee selection and placement. From a number of applicants there will then undergo a process which is a management function to determine the provision of employees, namely the selection process. Selection held by an agency is usually through a predetermined test procedure, including Selection Preparation, Announcement of vacancies and registration system, administrative selection, testing and placement.

In the selection of educators who are civil servants at Mulawarman University to get professional, qualified, competent and responsible educators, it is the application of the principles of transparency, accountability, responsibility, independency and fairness. Information relating to the selection of prospective civil servants is delivered to the public by using the right mechanism in accordance with applicable regulations and supported by online registration and testing.

a. Persiapan Seleksi

In principle, every activity of procurement of employees, services and goods, requires a governance that can be responsible and accountable for all activities that are in it, so that necessary preparations need to be made. Selection preparation is the actualization of the form of integration between management functions in general, namely the function of organizing, directing and supervising into one of the specific functions of management in the field of recruitment.

The organizing function in recruitment is the regulatory process, the preparation of the implementation of recruitment and selection in this context can be interpreted as a process of management and management in preparing, announcing, carrying out registration, selection of administration and testing needed, determining candidates received to call for placement. This should be preceded by a clear formulation of procurement objectives and then the establishment of a procurement organization that includes committee formation activities, which is equipped with a testing team by placing competent officers who act as small organizations to administer the human resource procurement process.

The formation of committee activities, division of tasks and preparing all facilities and infrastructure and other facilities carried out by Mulawarman University in preparing the selection of educators is a form of application of the principles of accountability and responsibility.

Where all the elements involved in the selection of educators have functional clarity, clarity of implementation and their respective responsibilities to realize the implementation of selection effectively and efficiently

b. Selection Stages

Public organizations are required to be able to implement the best system in receiving and selecting each prospective employee strictly. So that it has become a necessity in building an improvement in the implementation of organizational governance in this case a good tertiary institution through the existence of human resources with effective management based on the merit system. With the implementation of the merit system, the hope is to be able to create human resources who have integrity, professionalism, neutrality and be free from deviant practices such as corruption, collusion and nepotism and are able to provide excellent service in the provision of public services.

The selection stages starting from administrative selection, SKD to SKB for teaching staff conducted by Mulawarman University are the implementation of the merit system. Where the compatibility between the competencies possessed by an employee and the position carried out, includes the level of education, work experience, and level of mastery of duties in his work. In this selection stage, Mulawarman University has carried out the procedure well, especially in the selection stage that is intended for prospective civil servants because it is already regulated by the central agency. Whereas for non PNS educators, it certainly needs to be improved. Where the selection stage is still offline and not supported by the CAT (computer assisted test) system, so it is still vulnerable to the practices of collusion, corruption and nepotism.

4. Constraints and Challenges

Employee recruitment and selection are considered important for organizations to get employees who are not only effective at work but that employees do not engage in contradictory behaviors, namely deviant practices or violating rules such as abuse of office, practices of corruption, collusion and Nepotism) The process of recruitment and selection begins after a collection of applicants who meet the requirements, through a series of steps to decide whether the applicant is accepted or not. All steps are implemented to find qualified and qualified employees, in accordance with the conditions of the applicants will

certainly face various kinds of obstacles and challenges.

Constraints and challenges in the process of recruitment and selection can come from organizational factors and external conditions. These obstacles and challenges must be able to be dealt with and resolved by the organization properly and wisely. With the hope that inaccuracies in each recruitment and selection process, in the future improvements can be made and improvements will be made towards the better.

a. Faktor-Faktor Organisasional

Public organizations with the status of public service bodies (BLU) are given the authority to manage their own finances and have the opportunity to obtain more open funding sources. However, the inability to explore funding sources will create limitations such as budgets, strategies, policies, culture or other resources that might limit the recruitment and selection process. Budget limitations can result in reduced management initiatives by blocking new developments and actions not covered by the budget. The size of the allocated employee budget will affect the implementation of recruitment and selection.

Based on the results of the research at Mulawarman University in Samarinda, the use of the budget is still largely focused on operational costs and employee salaries, so that it is not enough to be allocated to the procurement and management of employees. This has an impact on the determination of recruitment strategies, provision of facilities and infrastructure, and policies taken in the implementation of recruitment and selection of educators. The constraints and challenges in recruiting and selecting educators at Mulawarman University are:

1. The absence of a special team or preparation committee for forecasting documents and planning of the needs of teaching staff. Thus giving rise to the reluctance of employees to be involved in these activities. Where the faculty does not provide valid data relating to the needs and advantages of the existing teaching staff in each faculty.
2. In the recruitment and selection of non-PNS permanent lecturers there are no regulations that technically regulate recruitment and selection, and there are no standard operating procedures (SOPs). So that the recruitment and selection process in each faculty is not standardized and there is

no uniformity. So that the implementation is less effective and efficient.

3. The online registration system accessed through a server provided by the national selection committee is often overloaded, making it difficult for applicants to register.
4. In the implementation of the basic competency selection test (SKD), because it is done online using a Computer Assisted Test (CAT) system with a server provided by the national selection committee, it is also prone to error so that it must always coordinate and synchronize. In addition, power outages often occur.
5. Verification officers often have difficulties in carrying out verification related to the many types of fields of science. So that in making decisions to be accepted or do not need to consult with the leadership first so it takes too long.

b. External Conditions

The external conditions of the organization have a significant influence in the recruitment and selection process. Recruitment and selection practices, especially in public organizations, cannot be separated from external influences such as values that apply to current conditions. There are three environmental factors that can influence policy and the implementation of recruitment and selection of public organizations such as economic conditions, political and affirmative action factors and existing policies that provide input and consideration in recruitment, thus these external factors must get attention.

Employee recruitment and selection takes place in the world of labor markets, namely the people available with the skills and skills needed to fill vacancies in positions in the organization. The labor market changes all the time in response to environmental factors, therefore market instability requires high competitiveness. Today to work in public organizations must meet national standards, even in the future, it may use international standards. But in reality it is still very difficult to find many workers or applicants who meet these requirements and this is an obstacle as well as a challenge for the staff managers called the supply challenge.

The greater the number of applicants who can meet the requirements (qualification) then the easier it is for the organization in an effort to get new employees who are truly qualified and competent. But in fact there are many job vacancies that are very difficult to fulfill, this is

due to the nature of the work that requires specialization or high specifications, so that not many applicants have the requirements as intended. This limited supply causes the organization to be less flexible in choosing the best candidates. Regarding the constraints and challenges of external conditions experienced by Mulawarman University in the recruitment and selection of teaching staff are as follows:

- 1) No fulfillment of the number of applicants in accordance with the expected qualifications. This is due to the nature of the work where there are no applicants who have specialization in the fields of science needed, as well as factors that are less competitive with private companies in the surrounding environment which are more competitive by providing more appropriate rewards..
- 2) Applicants are often late in sending files, so that it can hamper the performance of verification officers who must complete their tasks according to a predetermined schedule.
- 3) The requirements and educational qualifications sent by many applicants are not appropriate. Applicants in filling out the form on the registration application are in accordance with the requirements and qualifications needed, but the file sent turns out to be inappropriate.

CONCLUSION

Based on the results of the research that the researchers have done, as well as the discussion with some of the literature that the researchers read can be concluded as follows:

1. Recruitment and selection of teaching staff at Mulawarman University in Samarinda, East Kalimantan has been going well, especially the implementation of recruitment and selection of teaching staff who are candidates for civil servants. Where the stages are systematically in accordance with applicable laws and regulations and are technically compliant with the direction of the national selection committee. The recruitment and selection of non PNS educators, do not yet have a Chancellor Regulation and System Operational Standards (SOP) that can be used as a reference or guideline in the management and implementation of recruitment and

selection of non Government employees educators. So that there is no uniformity and effectiveness in the process of recruitment and selection of Mulawarman University environmental educators.

2. The constraints and challenges of recruitment and selection of teaching staff at Mulawarman University in Samarinda, East Kalimantan, are derived from organizational factors including: 1. the absence of a special team or committee for preparing forecasting documents and planning the needs of teaching staff; 2. In the recruitment and selection of non-PNS permanent lecturers, there are no regulations that technically regulate recruitment and selection, and there are no standard operating procedures (SOP); 3. The online registration system accessed through a server provided by the national selection committee often overloads; 4. In conducting the basic competency selection test (SKD), because it is done online using a Computer Assisted Test (CAT) system with a server provided by the national selection committee, it is also prone to errors and power outages; 5. Verification officers often experience difficulties in carrying out verification related to the many kinds of fields of science. While the constraints and challenges of external conditions include: 1. Not fulfilling the number of applicants in accordance with the expected qualifications; 2. Applicants are often late in sending files; 3. The educational requirements and qualifications sent by many applicants are inappropriate.

REFERENCES

- [1]. (Kartika Runiasari. 2018. Pemerintah Targetkan 11 Perguruan Tinggi jadi World Class University. Suara Merdeka News, 16 Mei 2018. <https://www.suaramerdeka.com/news/baca/86032/pemerintah-targetkan-11-perguruan-tinggi-jadi-world-class-university>
- [2]. Kementerian Riset, Teknologi, dan Pendidikan Tinggi, 2018. Lifelong Learning Kunci Menghadapi Tantangan di Era Revolusi Industri 4.0. Siaran Pers No. 120/SP/HM/BKKP/VII/2018, 17 Juli 2018, <https://ristekdikti.go.id/siaran-pers/lifelong-learning-kunci-menghadapi-tantangan-di-era-revolusi-industri-40/>
- [3]. Yaseen, Ayesha . 2015. "Recruitment and selection process of higher education sector

- and its impact on organizational outcomes." *International Journal of Human Resource Studies* 5: 79-94.
- [4]. Undang-Undang Nomor 12 Tahun 2012 Tentang Pendidikan Tinggi
 - [5]. Peraturan Menteri Pendidikan dan Kebudayaan Nomor 84 Tahun 2013 Tentang Pengangkatan Dosen Tetap Non Pegawai Negeri Sipil pada Perguruan Tinggi Negeri dan Dosen Tetap pada Perguruan Tinggi Swasta
 - [6]. Emzir. 2010. *Metodologi Penelitian Kualitatif: Analisis Data*. Cetakan ke-3 Jakarta: Rajawali Pers
 - [7]. Sugiyono. 2018. "*Metode Penelitian Manajemen*." Cetakan ke-6, Bandung: Alfabeta
 - [8]. Supomo, .R & Nurhayati, Eti. 2018. "*Manajemen Sumber daya Manusia*." Cetakan I, Bandung: Yrama Widya
 - [9]. Noe, Raymond A.; Hollenbeck, John R.; Gerhart, Barry & Wright, Patrick M. 2010. "*Manajemen Sumber Daya Manusia: Mencapai Keunggulan Bersaing*" terjemahan Buku 1 Edisi 6, Jakarta: Salemba Empat
 - [10]. Supomo, .R & Nurhayati, Eti. 2018. "*Manajemen Sumber daya Manusia*." Cetakan I, Bandung: Yrama Widya
 - [11]. Hasibuan, Maluyu S.P. 2014, *Manajemen Sumber Daya Manusia* (Edisi Revisi), Jakarta: Bumi Aksara
 - [12]. Sulistiyani, Ambar Teguh & Rosidah. 2018. "*Manajemen Sumber daya Manusia: Pendekatan Teoritik dan Praktik untuk Organisasi Publik*." Cetakan I, Yogyakarta: Gava Media