

## HUMAN RESOURCE DEVELOPMENT IN IMPROVING THE PERFORMANCE OF LECTURERS MAJORING IN MANAGEMENT, PATTIMURA UNIVERSITY, AMBON

**Ferdy Leuhery**

Email: [ferdyleuhery12@gmail.com](mailto:ferdyleuhery12@gmail.com)

Universitas Pattimura, Indonesia

**Abstract :** The performance of lecturers plays a crucial role in achieving educational goals, and the lack of adequate human resource development can hinder the quality of teaching. This research was conducted to develop human resources and improve the performance of Management Department lecturers at Pattimura University Ambon. Using qualitative research methods, in-depth interviews with lecturers and staff in the department were conducted, along with questionnaires to measure satisfaction levels with human resource development. The study revealed that the Management Department has implemented training and skills development, seminars and workshops, and curriculum development to enhance the performance of lecturers. Appropriate education and training can improve the skills and knowledge of lecturers, and their involvement in research and community service activities can enhance their ability to produce quality research and contribute to society. Institutional support and project-based or collaborative learning activities can also improve the performance of lecturers and increase student participation and skills. Recognizing and appreciating good lecturer performance can motivate them to continue performing well and contributing to the university and society. In conclusion, optimizing education and training, involvement in research and community service, institutional support, project-based or collaborative learning activities, and recognition and appreciation of good performance is crucial for human resource development to improve the performance of Management Department lecturers at Pattimura University Ambon.

**Keywords:** Development; Human Resources; Lecturer Performance

### INTRODUCTION

The performance of lecturers is an important factor in achieving the desired educational goals. A lecturer who has good performance will be able to provide quality teaching and can help students to achieve their

educational goals. However, the lack of human resource development can limit the ability of lecturers to provide good teaching<sup>1</sup>.

Pattimura University Ambon as one of the leading universities in Indonesia has an important role in developing human resources and improving the performance of lecturers. Therefore, this study aims to develop human resources and improve the performance of lecturers at the Department of Management, Pattimura University, Ambon.

Related to the importance of human resource development in improving lecturer performance, many studies have been conducted before. One of the previous studies relevant to this study was a study conducted by <sup>2</sup> on the effect of training on lecturer performance. In their research, they concluded that training can improve the performance of lecturers. Previous studies have also shown that human resource development can have a positive impact on lecturer performance. For example, research conducted<sup>3</sup> on the effect of human resource development on lecturer performance shows that human resource development has a positive impact on lecturer performance. Similarly, research conducted<sup>4</sup> on the effect of training, mentoring, and assessment on lecturer performance shows that training, mentoring, and assessment can improve lecturer performance.

However, the previous research did not focus on human resource development and lecturer performance at the Department of Management, Pattimura University, Ambon. Therefore, this study will explore more about human resource development and lecturer performance at the Department of Management, Pattimura University, Ambon. This research has novelty with a focus on human resource development and lecturer

---

<sup>1</sup> Nani Sintiawati et al., "Partisipasi Civitas Akademik Dalam Implementasi Merdeka Belajar Kampus Merdeka (MBKM)," *Jurnal Basicedu* 6, no. 1 (2022): 902-915.

<sup>2</sup> Ikrar Putra Setiawan, Hasrullah Liong, and Amar Sani, "Pengaruh Pelatihan, Kompetensi Dan Disiplin Kerja Terhadap Kinerja Dosen Pada Stia Al-Gazali Barru Kabupaten Barru," *Jurnal Mirai Management* 5, no. 3 (2020): 213-224.

<sup>3</sup> M Marzuki, "Pengaruh Pengembangan SDM, Komunikasi Dan Motivasi Kerja Terhadap Kinerja Dosen Pada Politeknik Maritim Ami Di Makassar," in *Prosiding Seminar Nasional Sinergitas Multidisiplin Ilmu Pengetahuan Dan Teknologi*, vol. 2, 2019, 8-12.

<sup>4</sup> Sri Rahayu, "ANALISIS DAMPAK PENDIDIKAN DAN PELATIHAN TERHADAI KINERJA DOSEN TETAP DI IBI DARMAJAYA," *Jurnal Bisnis Darmajaya* 6, no. 2 (2020): 1-9.



performance at the Department of Management, Pattimura University, Ambon. This research will use qualitative methods by conducting in-depth interviews with lecturers and staff in the Department of Management, as well as distributing questionnaires to lecturers to measure their level of satisfaction with the development of existing human resources.

Through this research, it is expected to provide useful information for university leaders and related parties in developing human resources and improving the performance of lecturers at the Department of Management, Pattimura University, Ambon.

## RESEARCH METHODS

This research uses qualitative methods as an approach to collecting data and information<sup>5</sup> In this method, researchers use in-depth interviews with lecturers and staff in the Department of Management as the primary data collection technique. In-depth interviews were conducted to obtain the views, perceptions, and experiences of lecturers and staff on human resource development and lecturer performance in the Department of Management. In addition to in-depth interviews, researchers also used questionnaires as a primary data collection technique. The questionnaire is used to measure the level of lecturer satisfaction with the human resource development program that has been carried out in the Department of Management. This questionnaire will be filled out by lecturers who are actively teaching in the Department of Management.

In conducting data analysis, researchers use qualitative descriptive analysis techniques<sup>6</sup> Data obtained from interviews and questionnaires will be manually analyzed and grouped into relevant themes or categories. Furthermore, the results of this data analysis will be interpreted to answer the research objectives. In the use of qualitative methods, this study aims to gain an in-depth understanding of human resource development and lecturer performance at the Department of Management, Pattimura University, Ambon. With a qualitative approach, researchers can explore

---

<sup>5</sup> Muhammad Rijal Fadli, "Memahami Desain Metode Penelitian Kualitatif," *Humanika, Kajian Ilmiah Mata Kuliah Umum* 21, no. 1 (2021): 33–54.

<sup>6</sup> Miza Nina Adlini et al., "Metode Penelitian Kualitatif Studi Pustaka," *Edumasapul: Jurnal Pendidikan* 6, no. 1 (2022): 974–980.



information and views from the perspective of lecturers and staff regarding human resource development and lecturer performance that have not been quantitatively measured.

## RESEARCH RESULTS

### **Education and Training in Improving the Performance of Lecturers of the Department of Management, Pattimura University, Ambon**

Based on the results of the study, it is known that education and training are very important in improving the performance, skills, knowledge, and motivation of lecturers at Pattimura University Ambon. Therefore, it is necessary to develop planned and structured human resources to improve the quality of lecturers and academics at Pattimura University Ambon. In this case, Pattimura University Ambon has implemented various programs in improving lecturer performance such as training and skill development, seminars and workshops, and curriculum development.

Education and training are important factors in improving the quality and performance of lecturers. Training and development can help lecturers to develop the skills and knowledge necessary to become more effective teachers, more productive researchers, and better contributors to developing curriculum. In line with the results of<sup>7</sup> that education and training can increase the knowledge of lecturers. In this study, lecturers who received education and training had better knowledge of current issues in their field, as well as the ability to apply that knowledge in teaching and research. Have better performance compared to lecturers who do not receive training and development<sup>8</sup>. This shows that training and development are very important in improving the quality of teaching, research, and contribution of lecturers at universities.

In the context of higher education, training, and development can help lecturers to develop better teaching skills, such as innovative teaching

---

<sup>7</sup> Faizatul Fajariah, "Pengaruh Diklat Terhadap Motivasi Dan Kompetensi Dosen STIE AMM Mataram," *Proceeding Indonesian Carrier Center Network (ICCN) Summit 2019 1*, no. 1 (2019): 156-166.

<sup>8</sup> Kivaayatul Akhyaar et al., "Pengaruh Kepatuhan Pelaporan Keuangan, Sistem Pengendalian Internal Dan Whistleblowing System Terhadap Pencegahan Fraud Pengelolaan Dana Desa," *KRISNA: Kumpulan Riset Akuntansi* 13, no. 2 (2022): 202-217.



methods and the use of technology in teaching. In addition, training and development can help lecturers to develop better research skills, such as producing more high-quality publications. This is in line with what that training and development can improve lecturers' skills in terms of teaching methods, the use of technology, and research. In this study, lecturers who received training and development had a better ability to use technology in teaching and research.

In the long run, training, and development can also help lecturers to obtain promotions, salary increases, and recognition from the academic community. Thus, lecturers who receive training and development not only improve their performance individually but also make a greater contribution to the university and the academic community as a whole. This will be able to increase lecturer motivation, in line with what was stated that training and development can increase lecturer motivation<sup>9</sup>. Lecturers who receive training and development have higher motivation to develop their skills and knowledge in academics. However, training and development must also be carried out in a planned and structured manner. Training and development that is not on target or not related to the needs of lecturers can produce results that are not optimal. Therefore, universities need to conduct regular evaluations of training and development needs and provide training and development that suits the needs and preferences of lecturers.

In conclusion, training and development are important factors in improving the performance of lecturers at universities. Lecturers who receive training and development can improve the quality of their teaching, research, and contributions, as well as gain promotion and recognition from the academic community. Therefore, universities need to provide planned and structured training and development to improve the quality and performance of their lecturers.

### **Involvement of Lecturers in Research and Community Service Activities**

The results showed that the involvement of lecturers in research and community service activities is very important in improving lecturer

---

<sup>9</sup> Hariyanto Djatola, "Peran Human Capital Sebagai Sumber Strategi Dalam Peningkatan Mutu Pendidikan Di Organisasi Pendidikan Tinggi," *Jurnal Sosial Humaniora* 12, no. 2 (2021): 141-155.



performance, teaching quality, and lecturer contributions to universities and society. Universities need to encourage and support the involvement of lecturers in research and community service activities by providing the necessary resources and giving appropriate recognition to lecturers who are actively involved in these activities. Lecturers also need to realize the importance of involvement in research and community service activities as part of their duties and responsibilities as academics.

The results of this research are in line with what was conveyed that the involvement of lecturers in research and community service activities is very important in improving the quality and performance of lecturers<sup>10</sup>. This research shows that lecturers who are actively involved in research and community service activities have better performance compared to lecturers who are not involved in these activities.

This research also shows that the involvement of lecturers in research and community service activities can improve the quality of teaching and the contribution of lecturers to universities and communities. The involvement of lecturers in research activities can help lecturers to develop better research skills and produce more high-quality publications. The involvement of lecturers in community service activities can also help lecturers to make a greater contribution to society and increase the credibility of the university in the eyes of the community.

In addition, research conducted shows that lecturer involvement in research and community service activities can provide benefits in improving lecturer performance and teaching quality<sup>11</sup>. This is due to the ability of lecturers involved in these activities to integrate the results of research and community service into their teaching materials.

In this context, lecturers involved in research and community service activities have the opportunity to develop new knowledge and skills, which can then be applied to classroom learning. In this way, lecturers can enrich and update their teaching materials and provide a more rewarding learning

---

<sup>10</sup> Susi Adiawaty, "Pandemi Covid-19 Dan Kinerja Dosen (Study Kasus Kinerja Dosen Pada Pt Xyz)," *Esensi: Jurnal Manajemen Bisnis* 23, no. 2 (2020): 185–191.

<sup>11</sup> Endang Sugiarti, Mukrodi Mukrodi, and Syamsi Mawardi, "MONITORING KINEJA DOSEN: Manfaat Dan Dampaknya Terhadap Perguruan Tinggi," *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business* 4, no. 4 (2021): 816–822.





experience for students. In addition, the involvement of lecturers in research and community service activities can also increase student involvement in these activities, which can then have a positive impact on student learning motivation and improve their social skills.

In conclusion, the involvement of lecturers in research and community service activities can provide significant benefits in improving lecturer performance and teaching quality. Lecturers need to encourage and support involvement in these activities and pay attention to the results of research and community service in the development of their teaching materials. The university also needs to provide the necessary support and resources to facilitate the involvement of lecturers in research and community service activities.

### **Institutional support in assisting lecturers in carrying out their duties**

The results showed that institutional support is very important in helping lecturers carry out their duties well and improve their performance. Institutions need to provide the necessary support and resources for lecturers to achieve their goals and make a greater impact on their students.

The results of this study are in line with the results of research which shows that institutional support is very important in helping lecturers carry out their duties well<sup>12</sup>. This research shows that institutional support can influence the motivation of lecturers to improve their performance and have a significant impact on the quality of teaching.

In this context, institutional support includes a variety of things, such as policies that support the career development of lecturers, opportunities for training and development, technical support, and resources needed to carry out their duties well.

The research also shows that lecturers who feel supported by the institution have higher motivation to improve their performance and make a greater impact on their students. This is because institutional support provides the confidence and support necessary for lecturers to carry out

---

<sup>12</sup> Wardi Antoro, Anwar Sanusi, and Prihat Asih, "The Effect of Profitability, Company Size, Company Growth on Firm Value Through Capital Structure in Food and Beverage Companies on the Indonesia Stock Exchange 2014-2018 Period," *International Journal of Advances in Scientific Research and Engineering* 06, no. 09 (2020): 36-43.



their duties well. Strong institutional support can increase job satisfaction and lecturer performance<sup>13</sup> In this study, institutional support in the form of management support, collaborative support, social support, and instructional support had a positive impact on job satisfaction and lecturer performance.

As such, institutions need to provide the necessary support and resources for lecturers to achieve their goals and make a greater impact on their students. Strong institutional support can provide confidence and motivation for lecturers to improve their performance, which in turn will have a positive impact on students and the overall quality of teaching.

### **Involvement of lecturers in project-based learning activities**

The results showed that the involvement of lecturers in project-based learning activities can improve students' critical thinking skills through interactive and meaningful learning. This is in line with what was conveyed that the involvement of lecturers in project-based learning activities can improve students' practical skills and critical thinking skills<sup>14</sup>. In this research, lecturers involved in project-based learning activities can facilitate a more interactive learning process and provide a more interesting learning experience for students. In addition, students can also develop social skills such as the ability to work in teams, communication, and problem-solving. Therefore, the involvement of lecturers in project-based learning can improve the quality of learning and have a greater impact on students.

Project-based learning has several advantages, including building students' practical skills and critical thinking skills, increasing creativity and innovation, and increasing student engagement and motivation. Lecturers involved in this activity can facilitate a more interactive learning process and provide a more interesting learning experience for students. Thus, the involvement of lecturers in project-based learning can improve the quality of learning and have a greater impact on students.

---

<sup>13</sup> Yusaini M Nur, "Kontribusi Perilaku Kepemimpinan Dan Komitmen Lembaga Untuk Meningkatkan Kinerja Dosen IAIN Langsa," *At-Tarbawi: Jurnal Pendidikan, Sosial dan Kebudayaan* 6, no. 1 (2019): 1–13.

<sup>14</sup> Rafiud Ilmudinulloh, "Model Pembelajaran Berbasis Proyek Untuk Mengembangkan Kemampuan Berpikir Kritis Mahasiswa," *Jurnal Riset Jurnalistik dan Media Digital* (2022).





Project-based learning is implemented to help students gain practical skills and critical thinking skills in facing the challenges of the world of work. The involvement of lecturers in project-based learning can help improve the quality of learning and have a greater impact on students. Therefore, Pattimura University Ambon needs to pay attention to the involvement of lecturers in project-based learning activities as a way to improve the quality of learning and help students gain practical skills and critical thinking skills.

### **Recognition and Appreciation of Lecturer Performance**

The results of this study show that recognition and appreciation of lecturer performance is a very important factor in increasing their motivation and performance, as well as having a positive impact on students. Therefore, institutions must give adequate recognition and appreciation to lecturers who work well and make a positive contribution to their institution.

Previous research conducted showed that recognition and appreciation of lecturers' performance are very important to increase their motivation and performance<sup>15</sup>. In this study, Komariah concluded that lecturers who get recognition and awards have higher motivation to work well, improve the quality of their teaching and research, and make greater contributions to their institutions.

In addition, research conducted also shows that awards and recognition of lecturer performance can improve their performance and have a positive impact on students<sup>16</sup>. This research shows that lecturers who feel recognized and valued by their institutions are more motivated to improve their performance, and this has an impact on improving the quality of teaching and learning, as well as student achievement.

---

<sup>15</sup> Mira Labi Bandhaso and Natalia Paranoan, "Pengaruh Kepuasan Kerja Dan Motivasi Kerja Terhadap Kinerja Dosen Fakultas Ekonomi Di Perguruan Tinggi Swasta Di Makassar," *Jurnal Akun Nabelo: Jurnal Akuntansi Netral, Akuntabel, Objektif* 1, no. 2 (2019): 100-110.

<sup>16</sup> Wahyudi Wahyudi, "Kinerja Dosen: Kontribusinya Terhadap Akreditasi Perguruan Tinggi," *Scientific Journal Of Reflection: Economic, Accounting, Management and Business* 3, no. 4 (2020): 401-410.



## CONCLUSION

Based on the exposure of research results, it can be concluded that proper education and training can improve the skills and knowledge of Management Department lecturers in the field of management, which ultimately improves the quality of their teaching and research. In addition, the involvement of lecturers in research and community service activities can improve their ability to produce quality research and contribute to society. Adequate facilities and budgets can also help improve the performance of lecturers in carrying out their duties effectively. Lecturer involvement in project-based or collaborative learning activities can also increase student participation and their skills in the field of management. Recognition and appreciation of good faculty performance can also increase their motivation to continue to perform well and contribute to the university and society. Therefore, human resource development and improving the performance of lecturers of the Department of Management at Pattimura University Ambon can be done by optimizing education and training, involvement in research and community service, institutional support, involvement in project-based or collaborative learning activities, as well as recognition and appreciation for good performance.

## BIBLIOGRAPHY

- Adiawaty, Susi. "Pandemi Covid-19 Dan Kinerja Dosen (Study Kasus Kinerja Dosen Pada Pt Xyz)." *Esensi: Jurnal Manajemen Bisnis* 23, no. 2 (2020): 185–191.
- Adlini, Miza Nina, Anisya Hanifa Dinda, Sarah Yulinda, Octavia Chotimah, and Sauda Julia Merliyana. "Metode Penelitian Kualitatif Studi Pustaka." *Edumaspul: Jurnal Pendidikan* 6, no. 1 (2022): 974–980.
- Akhyaar, Kivaayatul, Anissa Hakim Purwantini, Naufal Afif, and Wahyu Anggit Prasetya. "Pengaruh Kepatuhan Pelaporan Keuangan, Sistem Pengendalian Internal Dan Whistleblowing System Terhadap Pencegahan Fraud Pengelolaan Dana Desa." *KRISNA: Kumpulan Riset Akuntansi* 13, no. 2 (2022): 202–217.
- Antoro, Wardi, Anwar Sanusi, and Prihat Asih. "The Effect of Profitability, Company Size, Company Growth on Firm Value Through Capital Structure in Food and Beverage Companies on the Indonesia Stock



- Exchange 2014-2018 Period." *International Journal of Advances in Scientific Research and Engineering* 06, no. 09 (2020): 36-43.
- Bandhaso, Mira Labi, and Natalia Paranoan. "Pengaruh Kepuasan Kerja Dan Motivasi Kerja Terhadap Kinerja Dosen Fakultas Ekonomi Di Perguruan Tinggi Swasta Di Makassar." *Jurnal Akun Nabelo: Jurnal Akuntansi Netral, Akuntabel, Objektif* 1, no. 2 (2019): 100-110.
- Djatola, Hariyanto. "Peran Human Capital Sebagai Sumber Strategi Dalam Peningkatan Mutu Pendidikan Di Organisasi Pendidikan Tinggi." *Jurnal Sosial Humaniora* 12, no. 2 (2021): 141-155.
- Fadli, Muhammad Rijal. "Memahami Desain Metode Penelitian Kualitatif." *Humanika, Kajian Ilmiah Mata Kuliah Umum* 21, no. 1 (2021): 33-54.
- Fajariah, Faizatul. "Pengaruh Diklat Terhadap Motivasi Dan Kompetensi Dosen STIE AMM Mataram." *Proceeding Indonesian Carrier Center Network (ICCN) Summit 2019* 1, no. 1 (2019): 156-166.
- Ilmudinulloh, Rafiud. "Model Pembelajaran Berbasis Proyek Untuk Mengembangkan Kemampuan Berpikir Kritis Mahasiswa." *Jurnal Riset Jurnalistik dan Media Digital* (2022).
- Marzuki, M. "Pengaruh Pengembangan SDM, Komunikasi Dan Motivasi Kerja Terhadap Kinerja Dosen Pada Politeknik Maritim Ami Di Makassar." In *Prosiding Seminar Nasional Sinergitas Multidisiplin Ilmu Pengetahuan Dan Teknologi*, 2:8-12, 2019.
- Nur, Yusaini M. "Kontribusi Perilaku Kepemimpinan Dan Komitmen Lembaga Untuk Meningkatkan Kinerja Dosen IAIN Langsa." *At-Tarbiawi: Jurnal Pendidikan, Sosial dan Kebudayaan* 6, no. 1 (2019): 1-13.
- Rahayu, Sri. "ANALISIS DAMPAK PENDIDIKAN DAN PELATIHAN TERHADAI KINERJA DOSEN TETAP DI IBI DARMAJAYA." *Jurnal Bisnis Darmajaya* 6, no. 2 (2020): 1-9.
- Setiawan, Ikrar Putra, Hasrullah Liong, and Amar Sani. "Pengaruh Pelatihan, Kompetensi Dan Disiplin Kerja Terhadap Kinerja Dosen Pada Stia Al-Gazali Barru Kabupaten Barru." *Jurnal Mirai Management* 5, no. 3 (2020): 213-224.
- Sintiawati, Nani, Saktika Rohmah Fajarwati, Agus Mulyanto, Kingking Muttaqien, and Maman Suherman. "Partisipasi Civitas Akademik Dalam Implementasi Merdeka Belajar Kampus Merdeka (MBKM)." *Jurnal Basicedu* 6, no. 1 (2022): 902-915.



- Sugiarti, Endang, Mukrodi Mukrodi, and Syamsi Mawardi. "MONITORING KINEJA DOSEN: Manfaat Dan Dampaknya Terhadap Perguruan Tinggi." *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business* 4, no. 4 (2021): 816–822.
- Wahyudi, Wahyudi. "Kinerja Dosen: Kontribusinya Terhadap Akreditasi Perguruan Tinggi." *Scientific Journal Of Reflection: Economic, Accounting, Management and Business* 3, no. 4 (2020): 401–410.

