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Model Approach to Development Human Resources in Higher Education

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Abstract: Human Resource management is necessary for higher education institutions, because it is seen to enhance the achievement of the objectives of institutional effectiveness. To reach this objective, the study of human resources management by an educational institution to be very important, because it will be able to show how educational institutions should acquire, develop, use, evaluate, and maintain employee quantitatively and qualitatively. Development of human resources is sensed as to the personal empowerment of employees. Empowerment is done with the intention that potential, abilities and basic skills possessed by employees can be enhanced or may be used as an effort to shore up the smooth implementation of activities. In the concept of human resource development are two sides of profits, personal first employees to be more professional, well-trained and able to act decisively and quickly. On the organizational side of human resource development brings the advantage of implementation of the well, as supported by HR that has been professionally trained, and can reduce costs for training and further education. From a number of management functions are initiated by management experts, the main component of management are considered capable of facing future challenges universities as academic institutions include "planning, resource management, and assessment of results" These three major components will proceed in determining the shape of each cycle which one another at every stage of management. With the assessment of the results, will be able to describe the performance of college management. Performance evaluation then became the basis for planning the next stage of management, therefore, the planning process is dynamic (dynamic planning) and not static. Planning compiled based on performance evaluation to be a reference in designing the resource management within a few years. Overall management process should be conducted in a professional, effective and efficient in order to create good governance colleges. In the PP. No. 66 of 2010 stated that the management of the education unit is based on the following principles: Nonprofit, Accountability, Guarantor of quality, transparency and equitable access. While the model of development of human resources management approach is: a model of clerical, legal, financial, managerial and humanistic models. Human Resource Development practices, employee performance results will look better and increase if the principles of human resource management universities applied in practice management and delivery of higher education. As the cornerstone of the general implementation of human resource development of quality higher education is to use humanistic approach. Because the use of humanistic approach, will be able to balance the provision of education between clerical and financial concepts.

Keywords: *development, approaches, human resources, professionalism, college*

A. Introduction

Human Resource Management is a science and art that govern the process of

utilization of human resources effectively and efficiently to achieve a goal. Studies on Human Resources management is now getting

recognition at almost evenly across all types and levels of the organization, that move both engaged in profit, non-profit or semi profit, because it is considered important that the human element as a resource of considerable potential and is crucial in an organization, and needs to be developed so as to provide maximum contribution to the organization as well as for his personal development.

In the era of globalization and the progress of science and technology as it is today, the changes in all aspects of life obviously cannot be avoided. Even the Human Resource management issues are increasingly challenging and trigger the change, which quickly and include issues that are very spacious. Based on research and other sources, Mathis (2001: 4) concluded that the challenges faced by human resource management is as follows: (a) economic and technological development; (B) the availability and quality of labor; (C) residence with the problem-problem; (D) restructuring of the organization. Therefore, the problem of managing human resources into something that is crucial for the success of an organization, failure to manage it will have an impact on the difficulty's organizations face many challenges in achieving its objectives.

College as an education provider has an important role in the printing of Human Resources competitiveness between nations in the world. While the professor as one component of Human Resources, has a central and strategic role, and even the quality of the lecturers will determine and affect the quality of higher education itself. The quality of higher education determines the quality of higher education, which in turn affects the competitiveness of nations. Increasing the quality of higher education is expected to increase the nation's competitiveness in the international arena at regional and international levels.

As an educational institution, the college has a huge role in improving the quality of human resource development and increasing the competitiveness of the nation in the eyes of the world. Improving the quality of human resources, in this case is a lecturer at the university is a strategic effort in improving the quality of higher education. The meaning

behind this statement that the quality of the nation in the future can be seen how far the university is able to produce graduates/qualified human resources in accordance with expectations. It appears here that the quality parameters alumni of a college is located on the usability of the alumni for the dynamics of the progress of the nation as a local, national or even international level in the arena.

In order for the strategic role of higher education is going well must be supported by lecturers with superior quality in accordance with the standards of competency. To obtain superior quality lecturers, focused and mature planning needs to be compiled. One way to improve the quality of lecturers is through advanced studies to postgraduate level (S2/S3). About Standart academic qualification of lecturers is as stated in Law No. 14 2005 Bab.V article 46, which reads, lecturers have a minimum academic qualification: a). master's program graduate diploma or degree program; and b). graduates of doctoral programs for graduate programs.

It would need to realize that the number of people who very much indeed one side into a capital base that is huge for the development of a nation, but on the other hand a large population that is also borne by the state is too daunting, if the conditions of quality is not comparable with what needed in the development process. Meanwhile their natural resources are very abundant nor a guarantee for achieving the welfare of a nation, but rather the quality of human resources is the most decisive factor.

This fact is we often see in some cities, when it came time registration of candidates for Civil Servants (CPNS) pass over candidates who apply even to say so too far. Therefore, job vacancies available is less than the count of ten fingers, but who register can reach hundreds of thousands. This indicates that the quality of human resources we have still much to mentally practice in order to become a civil servant, and do not have any idea or notion of how not looking for work (let alone be a civil servant), but how able to print Human Resources or members of the public are able to create jobs.

The occurrence of an increase in the quality of human resources is basically a result of the regeneration of the inherited and the result is not only influenced by hereditary factors, but also by environmental factors such as: geographical environment, cultural environment, the environment of civilization and so on. This means that if every level or force generation has always had a commitment to improve the quality of life, then naturally the quality of its human resources would be better. This has caused significant difference between the quality of human resources of the environment and other environments.

B. Concept Human Resource Management

In a simple Human Resource management can be defined as a process of addressing the various issues on the scope of the employee, employees, workers, managers and other workers to be able to support the activities of the organization or company to achieve its intended purpose. Section or unit that is usually in charge of Human Resources is the human resources department or in English is called HRD. According to Stoner. A.F J (in Simamora, 1987: 5) human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the position and the right position when the organization needs it studies on human resources often associated with the purpose of an institution or organization. It is not unreasonable, because the purpose of an educational institution, known as the vision and mission of the lighthouse that will to be achieved by various forms of activities and strategies it uses.

The mission of an educational institution that has been formulated to have some value benefit, among others:

1. Can be used as a helper or guide for management in developing plans and strategies that will be used to achieve the objectives of the institution / institutions.
2. Can be used as a basic foundation in selecting and deciding priorities the program will be implemented after assessment and analysis conducted in-depth and comprehensive.

3. Can be used as references to avoid doing anything that is not useful for the achievement of the purpose or mission of an educational institution. Due to human resource management, we will be able to analyze which of the aspects of the management activities that are likely not provide a significant contribution towards the empowerment of personnel or members.
4. In addition to this over, their human resource management will be able to simplify and support each person/member of the institution, for inspirational in order to achieve or realize the great ideals or ideas training to maintain the continuity of the institution or lofty ideals.
5. At the same time their human resource management will be able to help all parties, members, leaders or managers in evaluating themselves, whether the activities undertaken during this indeed real term has contributed positively towards the achievement of objectives of the institution or not.

Human Resource Management is required for an educational institution, intended to improve the effectiveness of existing human resources in educational institutions. The effort in to provide a unit or units of work in the educational institutions to be implemented educational activities effectively and efficiently. To achieve this goal, the study of human resources management by an educational institution to be important, because it will be able to show how educational institutions should acquire, develop, use, evaluate, and maintain employee quantitatively and qualitatively.

About the direction of human resource management in general can be categorized into four, namely:

1. The purpose of Organizational Institutional objectives are intended to be able to recognize the presence of Human Resource Management in contributing to the achievement of organizational effectiveness. Although formally a human resources departement was created to help managers, yet the manager remains responsible for the

performance of employees. The human resource department assist managers in dealing with matters relating to human resources.

2. Functional Objectives

This objective is intended to maintain the contribution of a department at a level appropriate to the organization's needs. Human resources become worthless if the human resource management have criteria that are lower than the needs of the organization.

3. Social Goals

The purpose of this community is intended to morally, ethically and socially to respond to the needs and challenges of the community through an act of minimizing the negative impact on the organization. Failure organization to use its resources for the benefit of the community can lead to barriers.

4. Personal Interest

Intended to assist employees in achieving its objectives, the minimum objectives that can enhance individual contribution to the organization. Employee personal goals should be considered if employee should be maintained, retired, or motivated. If personal goals are not taken into consideration, performance and employee satisfaction can be decreased and the employee may leave the organization (Simamora, 1987: 5).

Historically, the development of thinking about human resources management, is inseparable from the development of thinking in general management, starting from the scientific management movement (with a mechanical approach) is dominated by the ideas of Frederik, W Tayler. The views that appear related to Human Resources in the era are:

1. Human Resources as one of the factors of production encouraged to work more productively like a machine;
2. Work in accordance with a predetermined specialization;
3. That is not productive to be replaced / discarded;
4. The above conditions raise: unemployment, lack of guarantee in the work, reduced sense of pride in the work, and the growth of trade unions.

Relation to Human Resources issues, it is important that education in universities should strive to the maximum in accordance with National Education Standards (NES). This SNP is a standard administrative service is expected to give a guarantee quality of educational services to the maximum. At least SNP serves as: 1) as the basis for planning, implementation, and monitoring of education in order to realize the national education quality, 2) it aims to guarantee the quality of national education in the context of national life and form the character and civilization of the nation's dignity. SNP at a college as defined in Regulation No. 19 of 2005 Chapter II Article 2 stated that the scope of the National Standards includes:

1. Content standards;
2. The standard process;
3. Competency standards;
4. The standard of teachers and education personnel;
5. The standard of facilities and infrastructure;
6. Management standards;
7. Financing standards; and;
8. Educational assessment standards.

In terms of operations, human resource management functions relating to human (employee) as the main actors in the implementation of activities in the institution/organization. Simply stated above opinion can be interpreted, that the human resource management function operatively consists of: planning, with drawals and selection, development, compensation and benefits, comfort and health, employee relations, and research resources. On the functions of human resource management can be described briefly on following:

1. Procurement function

Procurement is a process of withdrawal, or finding prospective employees to be recruited or appointed as an employee of an institution. Briefly Monde, W and Noe, R. M stated that: "recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with Appropriate qualifications, and encouraging them to apply for jobs with an organization" (1992: 174). Simamora, (1997: 212) provides limits

that the withdrawal is "a series of activities and alluring look for job applicants motivation, abilities, skills, and knowledge required in order to cover the deficiencies identified in the planning of staffing".

C. HRD Direction and Function

Development is a process of increasing technical skills, theoretical, conceptual, and morale of employees through education and training. Education and training provided should be in accordance with the work requirements of the present and future. Simamora, states that: "the development of an activity such as the preparation of individuals to assume the responsibilities of different or higher in the organization" (1997: 235). Human resource development is closer to the meaning empowering or to the personal empowerment of employees. This empowerment is done with the intention that potential, abilities and basic skills possessed by employees can be enhanced or may be used as an effort to shore up the smooth implementation of activities.

Human Resources Development is to bring the two sides benefit, personal first employee in question becomes more professional, well-trained and able to act decisively and quickly. On the organizational side of the human resource development brings the advantage of a number of activities actions well as supported by Human Resources who are professionals and trained. As well as to reduce costs for training and further education. So that employees can continue to want to work with professional and responsible, then the issue of compensation should be given to them. Giving one side as reality compensation awards that are equitable action on a good performance, on the other hand the compensation also serves as a means of encouraging the emergence of a high motivation to recipients of compensation and colleagues.

In a simple compensation is "a broad term that relates to the financial rewards (financial reward) received by the people through their employment relationship with an organization" (Simamora, 1997: 541). Statement above shows that compensation is related to the fulfillment of the needs of employees physiologically because of its

connection within an organization. This compensation issues in its development can takes to employees in the form of: salary/wage (salary/wages), incentive (incentive), benefits (benefits), and facilities (perquisites).

This compensation can be simply interpreted also with the provision of remuneration either directly and indirectly in the form of money or goods to employees as a reward (output) rendered to the company. The principle of fair and adequate compensation is appropriate achievement and responsibility of the employee. However, in its development in the early 20th century, the issue of compensation is not only the form of a gift or remuneration in the form of money, objects or treasures, precisely human resource management has also started to think about giving the award of compensation in the form of service psychis. Psychis form of compensation in the form: a chance like employee association, religious spiritual service, participation in meetings, as well as providing the opportunity to create and innovate.

In addition to aspects of the provision of compensation, interest integration function of the intent and purpose in work, it is important also manifested in higher education. The Integrations is an activity in the form of unifying the interests of the company and the employee's needs, so as to create a harmonious cooperation and mutual benefit. The integration is important and difficult in Human Resources Management, because it unites two aspirations / interests' opposites between employees and companies. It seems that here the function of this integration is no relation between the compensation with organizational effectiveness.

In the practice of Human Resource Management, the management especially with regard to the task of providing compensation to employees, will pay attention to the salary issue. This salary is very basic stuff for employees, which in turn will impact on the seriousness, thoroughness, honesty and responsibility in carrying out the duties/tasks entrusted to it. Short said the salary issue is related to the performance of the organization or an institution. In addition, the management is also the aspect of the

dynamics of self-employees in the work. Employees will continue to experience changes in the way work, which is sometimes difficult to detect management. Therefore, it needs to be examined from the beginning, so that the management can quickly provide appropriate compensation and rewarding.

Function integration in this compensation is a form of success that harmonics and high value. For companies or institutions of higher education, for example, will not be able to achieve its intended purpose (vision and mission) followed by a number of universities work program, if it is not followed by the commitment of the members of Aceh in carrying out the task / job. The level of commitment of the employees in carrying out this task is very close to a disjunction of how far the manager of the concerned educational institutions in awarding compensation. Simamora, stated:

"If employees see that the hard work and superior performance and are rewarded by the organization, they would expect the relationship as it continues in the future. Therefore, they will determine the level of higher performance are expecting a higher level of compensation ". (1997: 557).

D. Maintenance HRM

Maintenance of Human Resources is fundamental that must be considered well by the college. It is based on a sense that the intention of coordinating and implementing high-quality education is not only meant for short-term interests (read: the interests of the success of the leader at the time), but for the long-term interests and unlimited time. On one side of the periodization of the leadership of a college leaders already confirmed no expiration limit and with the expiration of the leadership, of course not chill decrease in the quality of education and or precisely into dormancy. This is where the importance of how the maintenance of the system and how to work well and continuously, and the key word is how leadership action in higher education were able to leave and create a Human Resources quality and have high integrity in the work.

Direction and maintenance functions of Human Resources is an activity to maintain or improve the physical, mental and employee

loyalty in order to create long-term relationships. Good maintenance program carried out with serenity, Leisure, Health and Safety (K5). In this concept, the management of human resources believe, maintain employee physical and psychis is an important thing to do. Because in this case the university / institution will receive several benefits, including educational institutions will get the assurance and the results of good performance and quality. Besides the conditions of employees who are in prime condition to be able to balance between salaries and compensation which are received by an employee with the performance shown. Another thing that can be achieved by the institutions is the optimization of the employee to the extent that the end of the employment contract, and would have little wastage of funds and loss of time just to get replacement workers who are sick or unproductive.

Rapid technological change, forcing organizations to adapt to the business environment. Such changes have shifted the functions of management of human resources, during which only considered as the administration of the course (Planning, organizing, commanding, coordinating, controlling, and evaluating), relating to recruitment staffing, coordinating conducted by the personnel only. In addition to the above changes in technology, it appears also that change and a shift in views the educational institutions of all the academic community (especially lecturers and employees) also forced the college management to put them in a frame which comprehensively as a whole person and not regarded as a mere machine.

Implicitly the process of implementing management functions in the field of human resources is intended to allow all organizational resources both inside and outside can be optimized to achieve the goals set. Resources can vary according to the characteristics and capabilities of each organization. Many experts and leaders who proposed the idea of management regarding management functions in the process of achieving goals.

From a number of management functions initiated by experts and leaders of

management that, the main component management considered able to face the future challenges of the universities as academic institutions (academic institution) include "planning (planning), resource management (resource management), and measuring the results achieved (assessment of results)" (Mc Corkle & Archibald, 1982: 16).

The third major component of the process of joining the shape of each determines one cycle to another at every stage of management. Assessment of the results illustrate the performance of the university management. Performance evaluation (performance evaluation) then became the basis for planning the next stage of management, therefore, the planning process is dynamic (dynamic planning) and not static. Planning compiled based on performance evaluation to be a reference in designing the resource management within a few years.

The third step above management has its own process, in accordance with the principles of the existing management. Each component has its own process, although between one another mutual influence. Of the three components of the above, the performance evaluation is a highly strategic component in the management process cycle. Overall management process should be conducted in a professional, effective and efficient in order to create good governance colleges. In the PP. No. 66 of 2010 stated that the management of the education unit is based on the following principles:

1. Non-profit, which is the principle activities of the educational unit whose primary purpose is not for profit, so the rest is the result of activities of educational units should be used to increase capacity and / or quality of services the education unit.
2. Accountability, namely the ability and commitment of educational units to account for all of the activities undertaken to stakeholders in accordance with the provisions of law, be it public, the business community or the governments or ministries.
3. Guarantor of quality, namely systemic activity education units in providing formal education service that meets or

exceeds the National Standards on an ongoing basis.

4. Transparency, the openness and the ability of educational unit's present relevant information in a timely manner in accordance with the laws and undangn and reporting standards applicable to stakeholders.
5. Access justice, namely providing formal education to prospective students and learners, without exception.

Good governance through governance principles above is intended to allow each institution policies and decisions can be accepted by all customers universities both internal and external customers. It is important for motivation and morale of each element of the college.

E. Model Management Approach HR

Understanding the problems inherent in the concept or theory of human resource management, and simultaneously leads to shape how to Soulders, it is important to understand and know first models that can be used by universities to manage the institution in accordance with the characteristics of each. On human resource management model is, in its way is also strongly influenced by the conditions of the development of technology, science and the philosophical concept that is used by every expert in looking at and put a man as one element in an organization or educational institution.

To arrange a variety of activities Human Resources management there are six (6) models of human resource management, namely:

1. Model clerical

The clerical model of more importance to approach, how the human/member duties or work in accordance with what is required or expected by the leader or manager. Thus, the model of clerical accentuation point is how each individual member is not relaxed or not idle, but how individuals certainly given task or job. This type of model is apparent clerical placing the individual as a mere worker or regarded as as a machine in a factory.

Meaning that we can take, are each personnel should be able to work optimally and it works well as a machine operator

operating in accordance with the instructions. This model clearly emphasizes the importance of achieving results or quantitative targets and maximum employment. The emphasis is how an agency or a factory or product can achieve as much as possible to achieve profits or profit as high, regardless of whether the human being as the prime mover component fatigue, boredom, or fatigue and even depressed.

2. Model Law

In this model, the operation of Human Resources gained strength of expertise in the legal field. Aspects of the law has a long history that began with labor relations, in future contract negotiations, supervision and compliance is due to their principal functions are often contradictory relationship between the manager and the employee. Model law relation to Human Resources management, prioritizing formal legal aspects on the involvement of the personnel or individual in an institution or organization. In this case the employment contract that has been carried out into the main starting point used by the management to assign tasks, supervise the implementation of the tasks during the period of the agreement in question. Here it appears that the lack productivity someone or indiscipline someone be things that will be considered in finding, whether someone is going to still be used or employed or even precisely will be dismissed. This view is taken because they are concerned violates the law of contracts or agreements as agreed.

3. Financial Model

Model of Human Resource Management approach this third, a little start already thinking about the financial aspects to managing participate in Human Resources. Human Resources management model is the recently growing because managers are increasingly aware of the huge influence of Human Resources is to work productivity of employees in carrying out its activities. Financial aspects were deemed helped to influence the achievement of the objectives or vision mission of the institution / organization, as well as affect the overall success of the institution include indirect costs such as the cost of compensation for

health insurance, pensions, life insurance, vacation and so on.

Human Resource Management Model is absolutely necessary that the personal expertise in managing employees in the field are increasingly complex, and this is the main cause why the Human Resources manager is increasing in the assessment and consider it in relation to maintaining the continuity of the organization or institution he leads.

4. Managerial Model

Model of Human Resource Management approach is to these four, little has gotten better and higher if compared to the previous model. In this managerial model, management has started to also think of their provision of services to employees who are given the expertise and ideas of how to improve the capability or expertise through dialogue and counseling services directly with management. Their model of Human Resource management is inspired by an idea motivation theory X and Y, where it is known that in theory basically every individual or employee has a tendency to work better or more advanced, and one side is basically individuals also do not want to be lazy, this means that in every individual there is a desire to move forward.

The managerial model has two versions of the first version of the human resource managers understand the terms of reference of line managers-oriented productivity. The second version of this manager to implement some of the functions of Human Resources. The task of the Human Resources department in this model is to train line managers in the skills required to handle key functions such as Human Resources recruitment, performance evaluation and development. Because employees generally prefer to interact with their own managers than staff employees, then some of the Human Resources department can show the line manager to act as a coach and facilitator.

5. Humanistic Model

This latter model is a model that can be said to be inspired by the concept that the emergence of personnel or employees that basically has a self-concept and value of the award will be the dignity of employees as human beings (*Fii ashsan at- taquwiimi*), who

has a heart, feelings and desires. The central idea in this model is that, the Human Resources department was formed to develop and foster the value and potential of human resources that are not visible in the individual employee in the organization in which they are involved.

This model illustrates the growing attention of the management of institutions/organizations on the importance of training and development of their employees. Management has started to realize that the employee or employees in an institution of higher learning not merely given work obligations, work and work every day, but they had time to be given the opportunity to progress and develop by providing a number of opportunities to actualize himself in work. With the channel association of professional organizations and they will be able to positively contribute ideas for the betterment of the institution to which he joined.

F. Importance of HRM High Exception University

Human Resource Management at the beginning of the 19th century, has now occupy critical positions and considered by any company or organization. It is based on the premise that human resources is a tremendous modality in running or moving an educational institution. The presence of qualified human resources (which meet the standard minimum qualifications required in accordance with regulations or laws) in a college, is a very valuable asset and it is for the progress of human investment as universities in the future.

1. Humans are always active and dominant role in all activities of the organization, because people become planners, perpetrators, and determines the realization of objectives organisation. Purpose or vision and mission of an educational institution (especially college), not have been possible without the active role, lecturers, leaders and employees, although the tools and infrastructure that is owned by a college that is so advanced and complete and *mutakhir*. Sophisticated tools owned universities is useless, if the active role of

employees is excluded. Organize employees is difficult and complex, because they have thoughts, feelings, status, desires, and background heterogeneous brought into the organization. Employees cannot be regulated and fully occupied as set machinery, capital, or building.

2. Human Resource Management is the science and art of regulating the relations and the role of labor efficiently and effectively in order to achieve the common goal of the company, employees and the community. Managing Human Resources in the era of globalization is not an easy thing, because the types and kinds of demands of the life of every member of society is also increasingly varied. This sort of thing is the impact of increasing intelligence or education. Thus the implications of globalization are led to their diverse wishes and kind of demands of life, which is sometimes more based on the mindset *sedarhana* and pragmatic and economical. In this regard, Schuler (1992: 16), states that:

"Human resources management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contributing to the goals of the organization, and the utilization of Several functions and activities to the Ensure that they are used Effectively and fairly for the benefit of the individual the organization, and society".

The statement indicates that the Human Resources management provides recognition of the importance of the organization's workforce as a human resources major contribution to the achievement of organizational objectives and provide assurance that the execution of the functions and activities of the organization are carried out effectively and fairly for the benefit of individuals, organizations, and community.

Although management of human resources has now become matters/aspects of the focus in the management of an organization, it does not mean the problem of management of Human Resources, it can simply be granted adoption of the concept and

the original theory. Therefore, in achieving its objectives, the management of Human Resources must consider several aspects such as; aspects of staffing, training and development, motivation and maintenance are stated in more detail by De Cenzo and Robbins (1996: 8), states that: "Human resources management is the part of the organization that is concerned with the" people "aspect of human resources or management position, including recruiting, screening, training, rewarding, and appraising".

Because managing Human Resources is a system, some aspects of which were highlighted in the study on the implementation must be in an interdependent (synergy) of each other, do an activity that walk on their own. Stetemen meaning behind this, that the implementation of the human resource management, must be comprehensively ranging from recruitment, selection and until out off or dismissal are in one integrated concept. This concept as proposed by Werther and Davis (1996: 18), which states that, "Human resources management is a system that consists of many interdependent activities. This activity do not occur in isolation virtually every one Affects another human resources activity ". The concept of work in integration is done by exploiting all the potential possessed by every member present in the organization. Therefore, each of the synergistic activity is the implementation of any decisions taken, the management of Human Resources is basically an integration decision that shape the relationship between employees. The quality of their synergies to contribute to the capability of Human Resources and organization in achieving its objectives.

As stated by Milkovich and Boudreau (1997: 2), defines that: "human resources management is an integrated series of decisions that form the employment relationship, reviews their quality Directly contributes to the ability of the organization and the employees to Achieve Reviews their objectives".

In summary statement of the experts above basically says Human Resources management was the use of Human

Resources to achieve the goals of the organization as stated Mondy, W & Noe, M Robert (1993: 4), points out: "Human resources management (HRM) is the utilization of human resources to Achieve organizational objectives ". That definition states that Human Resources management is the use of human resources to achieve organizational goals. Definition of Human Resource management experts say it can be concluded that the Human Resource management is a series of human resource management activities that focus to the practices and policies, as well as management functions to achieve the objectives organisasi. Implementasi Human Resource management depends on the operational functions Human Resources management itself.

Human Resources Department can create a competitive advantage with four approaches, namely:

1. Strategic partners Patner become senior managers and line managers in implementing strategies that have been planned, translate business strategy into action with the diagnosis of the organization, namely a scoring system (the assessment) and merging organizational practices with business objectives can be formed at every level of the organization.
2. Administration Expert, become an expert in managing the execution of the work and efficiency of administration in order to produce a low output with money. However, the quality is guaranteed. This can be done by re-engineering (reengineering), including the re-engineering of Human Resources. Become an expert administration need to master two engineering phases back. First, process improvement, focusing on identifying processes that are ineffective and plan alternative methods to improve the quality of service. Both thought of re-creation (rethinking value creation values) that the process began subscribers. So as to change the focus of the work of what can be done into what should be produced.
3. Employee Champion, to mediate between employees and management to meet the

interests of both parties. With strong business competition led to claims management to higher employee. Therefore, menajer lines must consider the circumstances relating to the employee. First, reduce the demand (demand) by reducing the workload and balancing the resources owned by the employees. Second, increase resources to help employees define new resources (the employees) so that they can adapt to the needs of the organization. Third, changing demands into resources by helping employees learn transformation into resource demand.

4. Chang Agent, become agents of change, sharpen and cultural processes that can improve the organization's capacity for change. There are three types of change that:
 - a. a change initiative, focusing on the implementation of programs, projects or new procedures.
 - b. change processes within the organization by focusing on the way how to work together optimally.
 - c. cultural change will occur if the basic strategy of business organizations conceptualized back in.

The third thing is the new role of the Department of HRM will be able to achieve a competitive advantage by working with line managers and managers pucak. Competitive advantage will be achieved by three strategies: innovation (innovation), quality improvement (quality enhancement) as well as lower costs (cost reduction).

G. Closing

Human Resources in an organization of any kind (including the university) now and for the foreseeable future continue to be a crucial and fundamental to be discussed by the management. It is inspired by the awareness that human resources are the driving force that is priceless compared with the machine. Any sophisticated machines used by employees in implementing routine tasks, the machine still works controlled by Human Resources. In addition, the machine in work nor do they have much fewer moral

ethics of work, so that the work is highly dependent on the concept or strategy devised by man / employee.

Given the strategic position of Human Resources in running higher education, then the existence of the unit that handles human resources in a college becomes indispensable position. Because the Human Resources unit is not only dealing with the Human Resources just physically, but more important is the handling (empowerment) is psychis. Empowerment of Human Resources simultaneously either physical or psychis will impact the appearance of the quality of work quality and full of dedication and responsibility.

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