



Optimizing Human Resource Practices to Enhance Global Competitiveness in Higher Education

Eko Supriyono¹, Tuwuh Adhistyo Wijoyo^{2*}

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia

Corresponding Author: Tuwuh Adhistyo Wijoyo zefanya.adhistyo@gmail.com

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ABSTRACT

Amidst the period of globalization, higher education institutions are confronted with mounting pressure to compete on a worldwide level. This rivalry requires the attraction of students, faculty, and researchers with various international backgrounds and the production of high-quality, influential research. Efficient human resource management (HRM) is crucial in this particular situation. This study investigates the strategic HRM approaches that can improve the global competitiveness of higher education institutions. The research use qualitative methodologies, such as in-depth interviews and thematic analysis, to identify crucial human resource management (HRM) strategies. These strategies encompass strategic recruitment, ongoing professional development, efficient performance management, employee engagement, and leadership development. Furthermore, the study offers practical suggestions for institutions to enhance the quality of their research and education. These recommendations include engaging in strategic planning to improve academic development, encouraging student participation in research, forming partnerships with industries, investing in research infrastructure, and creating comprehensive training programs. By maximizing these human resource management (HRM) techniques, educational institutions can more effectively adjust to global difficulties, improve their international reputation, and make substantial contributions to scientific and educational progress

INTRODUCTION

As a result of the current period of globalization, the sector of higher education is coming under increasing pressure to be competitive on a global basis. The scope of this conflict has expanded beyond the confines of a single region and is now of a global nature (Albareda-Tiana, 2018). It is essential for educational institutions to have the ability to entice students from all corners of the world, as well as to entice faculty members and researchers who have achieved a level of renown that is international in scope (Al-Samarraie, 2020). Additionally, in order to develop high-quality, ground-breaking research that has the potential to have a significant impact on the body of global knowledge, institutions need to engage in competition within themselves (Bileviciute, 2019; Chentukov, 2021; Endovitsky, 2020). Because of these challenges, universities are able to maintain their position at the forefront of education and research in a variety of fields. In order for educational institutions to satisfy worldwide norms, they need to set criteria that are more stringent across a variety of fields. It is important that the curriculum be developed in a way that is relevant to the international improvements that have taken place and that is in line with the requirements of the global workforce (Franco, 2019). There is a pressing need to enhance educational facilities, including laboratories, libraries, and digital infrastructure, in order to support teaching and learning methods that are both more efficient and innovative. In addition, it is of the utmost importance to strengthen the emphasis placed on research by providing researchers with adequate assistance in the process of conducting studies that are suitable for publication in prestigious international journals. In order to effectively manage and cultivate the potential of each and every individual within the college, it is vital to have an effective human resource management (HRM) system (Gohar et al., 2019). Institutions have the ability to successfully attract top-tier talent from all around the world if they establish and implement an efficient recruitment strategy. Through participation in a continuing professional development program, both academics and administrative personnel will be able to ensure that they are always in possession of the most recent information and skills that are required to uphold the mission of the university (Anwar, 2020). To ensure that every individual contributes to the goals of the organization to the greatest extent possible, it is vital to have performance management that is both efficient and effective. Universities have the potential to efficiently adapt to global shifts and requirements if they take into mind the aforementioned elements, which will also improve their place in the international rankings when taken into consideration (Loyalka, 2021).

Nevertheless, attaining and advancing a position in the global arena is a challenging endeavor. A significant obstacle that universities have is the limitation of financial resources. Insufficient financial resources can impede endeavors to enhance infrastructure, facilitate research, and offer attractive rewards for academic and administrative personnel. In addition, institutions must exert significant effort to compete for and retain top-tier personnel (Albareda-Tiana, 2018). Within a worldwide framework, several institutions of higher education are engaged in a competitive pursuit of top-notch educators

and researchers. Consequently, colleges must provide enticing remuneration packages and a desirable work environment in order to emerge victorious in this race. Not being able to recruit highly skilled and talented individuals can lead to a decrease in the quality of education and research output. Colleges must confront the imperative to persistently innovate in instruction and research, in addition to grappling with budgetary constraints and competitive challenges (Bileviciute, 2019; Savelyeva, 2019). These advancements are essential to maintain relevance and superiority in a continuously changing era. Effectively handling cultural diversity and meeting the expectations of many stakeholders, including students, staff, alumni, and industry, is a significant issue. Every group possesses certain requirements and anticipations that necessitate astute management in order to establish a harmonic and fruitful atmosphere. Universities will struggle to achieve these demands and enhance their worldwide competitiveness without efficient SDM management (Bacci, 2021; Savelyeva, 2019). Competent SDM Management possesses the ability to formulate successful strategies for recruiting, developing, and retaining personnel. Additionally, they are skilled in establishing a conducive work atmosphere that fosters innovation and diversity. These efforts ensure that universities can sustain their performance on a global scale.

Methods of human resource management in higher education comprise a wide variety of strategies and policies that are designed to improve the performance of academic and administrative staff members in terms of their competence and effectiveness (Aiken, 2014). In order to foster diversity among college faculty, it has become vital to implement an inclusive and varied strategy from the beginning stages of recruiting and selection. This is done in order to facilitate the exploration of extraordinary talent from a wide range of backgrounds. For the purpose of strengthening the abilities and skills of staff members in order to meet the ever-increasing demands of educational and research endeavors, it is essential to make investments in prolonged professional training and development programs (Ari et al., 2020). In addition, the deployment of effective performance evaluation systems is essential for the purpose of boosting both productivity and motivation. Putting an emphasis on employee engagement and retention is of equal significance. This may be accomplished by actively seeking feedback from staff members and cultivating an inclusive working environment. The implementation of this strategy will ensure the continued availability of high-quality human resources over the long term (Boselie et al., 2003; Carnevale, 2020; Chaudhary, 2020). Leadership development and succession planning are essential actions that must be taken in order to ensure a smooth transition of competent leadership in the face of inevitable changes in the future. This will allow colleges to continue to maintain their quality and competitiveness. Schools have the ability to create a work atmosphere that is inclusive, productive, and imaginative by appropriately adopting these principles. In addition, schools may improve their global competitiveness in order to face future challenges and possibilities (Donald, 2022).

There are several different facets of strategic human resource management (SHRM) that are utilized in order to improve the global competitiveness of educational institutions of higher learning. Sustainable development management has the potential to make a substantial contribution to the establishment of a culture that places a high value on innovation and research excellence (Avelar, 2019). This can be accomplished through the development of training programs that foster innovation and encourage collaboration across a variety of fields, as well as through the implementation of recruitment tactics that put careful consideration into consideration. In addition, when it comes to international collaboration, the management of the SDM has the ability to assist in the facilitation of partnerships with global organizations by developing policies and procedures that encourage international cooperation. Moreover, the policies and procedures in place provide opportunities for both students and staff members to participate in academic exchanges and joint endeavors (Ali & Dogan, 2022). By improving HRM procedures, it is possible to improve services and outcomes for students, while simultaneously reinforcing the institution's reputation through investments in the development of academic and administrative staff as well as effective performance management. This is all possible. In the end, it is essential to cultivate diversity and inclusivity within the educational personnel as well as the student population in order to establish a nurturing educational environment that is able to accept individuals who come from a variety of backgrounds. Consequently, this contributes to the institution's reputation as an establishment that is both innovative and varied on a global scale (Bondar, 2021).

This study aims to examine and suggest strategic decision-making (SDM) management techniques that can enhance the global competitiveness of institutions. By discerning efficacious approaches in recruitment, development, performance management, and staff retention, it is anticipated that schools can enhance their standing at the global level. The research also seeks to offer practical suggestions that universities might adopt to enhance the overall caliber of their education and research. This study will analyze how optimizing SDM management techniques can enhance the global competitiveness of universities, address current difficulties, and provide sustainable solutions.

LITERATURE REVIEW

Human Resource Management (HRM) is crucial in higher education as it has a substantial impact on the success and long-term viability of institutions by attracting, nurturing, and retaining highly skilled personnel. HRM methods that are effective fit with organisational goals in order to improve teaching quality, research output, and administrative efficiency (Chaudhary, 2020). These activities include recruitment, training, performance management, and employee engagement. Strategic recruitment is important for institutions to attract highly skilled individuals, and continual professional development helps staff stay up-to-date with the latest approaches (Lee, 2021). Performance management systems enhance employee motivation and productivity by offering constructive feedback and acknowledging accomplishments. Creating

supportive settings and providing clear career development possibilities are essential for fostering employee engagement and retention, which are vital for enhancing productivity. Global competitiveness, necessitates that higher education institutions excel in teaching, research, and innovation in order to satisfy global quality standards and improve real earnings (Endovitsky, 2020). In this environment, competitive advantage is determined by strong academic programmes, well-equipped research facilities, strong connections with industry, and effective governance structures. In order to keep up with the growing rivalry among universities worldwide, it is essential for them to invest in their core strengths and adopt internationalisation tactics, such as forming alliances and establishing global research networks. Higher education, which plays a crucial role in the development of society and the economy, is currently experiencing major changes as a result of globalisation, technological progress, and evolving societal demands. Internationalisation, the process of incorporating global perspectives into education, improves the standing of institutions and equips students with the necessary skills for the global job market (Franco, 2019). Quality assurance is the process of maintaining high standards in teaching, learning, and research, which is essential for maintaining the credibility of an institution (Aleksandrova, 2019). Integrating technology into education by using digital platforms and online courses changes how education is delivered and accessed. This improves learning experiences and makes it easier to choose different paths for learning.

METHODS

This research utilises a qualitative methodology to evaluate the efficacy of human resource management (HRM) strategies in enhancing the global competitiveness of educational institutions. The main data gathering approach entails conducting comprehensive interviews with individuals who are directly engaged in educational management, such as university administrators, HR managers, department heads, and faculty members. The purpose of these interviews is to collect comprehensive information about participants' experiences and perspectives on HRM practices. The discussions are transcribed exactly as they were spoken, and the resulting text is encoded to classify segments according to their content. The encoding process is crucial for discerning repetitive themes and patterns within the data. The next thematic analysis entails a methodical examination of the encoded data to reveal significant themes and patterns, resulting in a comprehensive and detailed comprehension of the fundamental concepts and practices that contribute to successful HRM in educational institutions (Aguinis, 2019).

In order to ensure the accuracy and dependability of the results, the research employs a triangulation method. This method entails comparing the conclusions derived from the interview data with data gathered from case studies of documented HRM practices in different educational institutions. This methodology guarantees the reliability and trustworthiness of the results by validating the evidence from several sources. The objective is to attain a thorough and pragmatic comprehension of strategic Human Resource Management

(HRM) methods that can assist organisations in enhancing their international status. The research aims to increase the quality of research and education by identifying effective HRM techniques and offering practical recommendations to strengthen HRM practices. This methodological approach, which is based on qualitative analysis and strengthened by triangulation, provides significant contributions to the subject of Human Resource Management (HRM) in higher education, especially in the context of global competitiveness (Marshall et al., 2022).

RESULTS

The following are some examples of strategies that fall under the category of human resource management (HRM) and have the potential to increase the worldwide competitiveness of educational institutions:

1. Strategic recruiting is the process of performing recruitment in a strategic manner with the purpose of attracting the most brilliant persons from a wide range of academic and cultural backgrounds, both domestically and internationally. This can be done around the globe. The exploitation of professional networks, participation in industry recruitment events, and promotion through academic platforms and social media are all examples of activities that fall under this category.
2. Investing in long-term training and professional development programs for the aim of developing the knowledge and capabilities of administrative and academic staff members is the second phase in the process of staff development. the goal of these programs is to improve the staff members' overall performance. There is a possibility that this program will be of assistance in improving the quality of administration, research, and teaching in educational institutions.
3. The process of putting in place an effective performance evaluation system in order to offer staff members with constructive feedback, to define clear targets, and to acknowledge noteworthy accomplishments is referred to as doing performance management effectively. There is a possibility that this will contribute to an increase in both the productivity and the motivation of the staff.
4. Employee Engagement and Retention: Maintaining a high level of employee satisfaction and engagement by actively listening to staff feedback, building a work environment that is friendly and supportive of all employees, and providing opportunities for clear career advancement are all important aspects of employee engagement and retention.
5. Leadership development is the process of identifying and training future potential leaders through the execution of structured leadership development programs and effective succession planning. This process is an essential part of leadership development. In order for educational institutions to maintain their position as global competitors and to address the challenges of the future, it is very necessary for them to have leadership that is not just powerful but also long-lasting.

The following is a list of sensible recommendations that educational institutions could use in order to improve the overall quality of their research and education:

1. Establishing a Well-Defined Strategic Plan for Academic Advancement Educational institutions have the ability to construct well-defined strategic plans for the purpose of boosting academic progress. The development of curriculum that are in line with the requirements of the industry, the improvement of research infrastructure, and the implementation of training initiatives that encourage innovative teaching and research are all included in this endeavour.
2. Secondly, encourage student participation in research by providing students with the opportunity to take part in research and development projects by means of internships, collaborative projects, or specialized research classes. Moreover, it will greatly contribute to the improvement of the quality of research conducted by the institution, which will in turn increase the development of research skills among students.
3. Establishing Collaborative Alliances with Industry and Research Institutions Colleges have the ability to develop strategic relationships with research institutions and industry in order to support cooperative and applied research. One example of this is the dissemination of information, the construction of research centers that encourage collaboration, and the execution of research projects with the objective of delivering answers to both the business sector and the general public.
4. Improving Research and Technology Infrastructure It is essential to devote resources to the development of cutting-edge research and technology infrastructure in order to improve the overall quality of research. The provision of comprehensive laboratory facilities, cutting-edge research software, and unlimited access to a wealth of information resources is something that colleges are able to ensure.
5. Implementing a continuous training initiative for educators and scholars that focuses on contemporary research methodology, relevant instructional tactics, and efficient research project management is the fifth step in the process of creating a training program for educators and scholars. The purpose of this effort is to improve the capabilities and skills of academic workers in the areas of doing high-quality research and providing great instruction.
6. It is recommended that a comprehensive evaluation system be established in order to measure and evaluate the academic performance of researchers and lecturers. This method ought to take into consideration a variety of characteristics, such as the quality of research, the efficacy of teaching, the contribution to the creation of the curriculum, and involvement in other academic activities.

DISCUSSION

In order to enhance their effectiveness in the global marketplace, educational institutions must give serious consideration to a wide range of strategic human resource management (HRM) approaches (PESTOVA et al., 2021). In the beginning, a strategic recruitment plan acts as the fundamental base. This strategy requires firms to attract the most remarkable individuals from a variety of backgrounds in a careful and discriminating manner. Utilizing professional networks, participating actively in industry recruitment events, and making use of social media and academic platforms are all necessary steps in the process of connecting with applicants who possess a high level of qualifications. In addition, it is of the utmost importance to make investments in staff development, as colleges have the ability to improve the competence and abilities of their personnel by creating programs that provide continuous training and professional development (Abelha, 2020; Abu Bakar, 2020). Because of this, not only does it have a direct impact on the quality of education, research, and management, but it also strengthens the institutional framework in the middle of competition on a global scale. In addition, the installation of effective performance management systems makes a substantial contribution to the motivation of staff members and the accomplishment of the goals of the institution. The procedure comprises providing employees with constructive feedback, defining targets that are clear and explicit, and recognizing extraordinary successes (Endovitsky, 2020).

By implementing effective performance management strategies, organizations may enhance the capabilities and motivation of their employees, leading to improved productivity and innovation (Akhtar et al., 2022). This, in turn, will bolster their competitive advantage in the global market. Furthermore, the engagement and retention of employees are key elements in attracting top-notch talent. Institutions can cultivate a healthy organizational culture and enhance their chances of survival and stability in global competition by actively seeking and considering staff feedback, fostering an inclusive working environment, and offering transparent career development options to employees, which in turn helps to reduce turnover. Ultimately, the institution's future planning necessitates the presence of robust leadership development. By implementing a robust leadership and succession planning program, the institution may effectively identify and groom highly capable individuals to assume leadership positions in the future. In order to confront future challenges and uphold their relevance and competitiveness in the global education and research sphere, institutions require leadership that is highly skilled and knowledgeable (Andrey, 2020). Colleges can enhance their foundations, effectively adapt to global change, and sustain a prominent place in the international arena by implementing these strategic SDM management strategies.

The implementation of strategic measures in the creation of academic programs is absolutely necessary in order to enhance the international competitiveness of educational institutions. Establishing a well articulated strategic plan for the progress of academics will make it possible for institutions

to concentrate their efforts in an efficient manner (Abuanzeh, 2022; Alawamleh, 2021). The design of educational plans that are in line with the requirements of the industry, the improvement of research infrastructure, and the implementation of training initiatives that stimulate innovation in both teaching and research are all included in this definition. Through the implementation of a well-organized plan, colleges have the ability to improve their resource allocation and increase the systematic measurement of their progress. Additionally, the extent to which students are involved in research is an essential component in elevating the quality of research conducted by the school. Students will not only improve their research skills if they are given the opportunity to participate in research projects through internships, collaborative projects, or specialized research courses, but they will also make a substantial contribution to the development of research at their respective institutions (Savelyeva, 2019).

By providing students with a more complete and favorable educational opportunity, active participation in research increases the learning experience that students have throughout their academic careers (Abou-Khalil, 2021; Alhabash & Ma, 2017). Last but not least, educational institutions can reap significant benefits from the development of relationships between research institutes and industry organisations. This collaboration makes it possible to share knowledge and resources, and it also offers aid for conducting applied research that is pertinent to the requirements of both the corporate sector and society as a whole. In light of these circumstances, it is of the utmost importance to improve the research and technology infrastructure by allocating money to research software, laboratory facilities, and information resources that are at the cutting edge of technology. Through the implementation of these measures, educational institutions have the potential to improve their reputation within the academic community all over the world and make a substantial contribution to the advancement of scientific knowledge and innovation.

CONCLUSIONS AND RECOMMENDATIONS

When it comes to enhancing the global competitiveness of educational institutions, it is absolutely necessary to implement strategic methods in the process of developing academic programs. Through the implementation of clearly defined strategic objectives, the encouragement of student participation in research, and the cultivation of collaborative partnerships with research institutions and industry, universities have the potential to reach higher levels of organizational success. Higher education institutions have the ability to enhance the quality of their research and teaching by making investments in research and technical infrastructure, as well as by developing training programs for both researchers and instructors. In light of this, the execution of these measures will make it possible for educational institutions to improve their standing in the national and international arenas of education and research. They will also have the potential to make significant contributions to the advancement of scientific research and innovation, which is another benefit.

FURTHER STUDY

Future research should prioritize investigating the incorporation of cutting-edge technologies like artificial intelligence (AI) and machine learning (ML) into human resource management (HRM) and educational techniques. This will help to significantly improve the global competitiveness of educational institutions. Investigations may focus on the advancement of AI-powered recruitment tools that effectively align candidates with institutional requirements, personalized professional development programs utilizing ML algorithms, and sophisticated performance evaluation systems that utilize big data analytics to provide more accurate feedback. Furthermore, research could investigate the influence of virtual and augmented reality (VR/AR) on training and education, promoting more immersive and efficient learning environments. This research aims to offer valuable insights for enhancing resource allocation, enhancing educational results, and sustaining competitive advantages in an ever-evolving digital and networked global landscape.

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