



Acceleration Strategy for Increasing Functional Positions Lecturer to Improve the Quality of Higher Education in Private University in Makassar City

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Abstract

Human Resources of Private Universities for Academic Year 2022/2023 shows that of the 4093 lecturers who have been appointed as permanent lecturers at the University Sumbawa, there are 901 lecturers (20.14%) who do not yet have functional positions and 3192 lecturers (79.86%) already has a functional position. Of the 3192 lecturers with functional positions, there are 2011 Expert Assistants, 912 Lectors, and only 901 Associate Professors. Considering that many lecturers still do not have functional positions and the importance of functional lecturer positions for campuses, this research aims to determine criteria and strategies for accelerating advancement in functional positions lecturer at a private university in the city of Makassar. This research applies quantitative methods using the Analytical Hierarchical Process (AHP) as an analysis tool with a total population of 248 lecturers. Using a proportional stratified random sampling technique, 71 samples were determined in this study. The results showed that the highest score (0.524) was for The criteria for accelerating the increase in functional positions of lecturers in private universities in the city of Makassar, which is increasing the human resource capacity of lecturers. Meanwhile, the alternative strategy with the highest weight (0.273) for accelerating the increase in lecturers' functional positions is for lecturers to increase the productivity of publications carried out by lecturers.

Keywords: Education, Functional Position, Leader Strategy

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Higher education as an instrument of national education is expected to become the center for the implementation and development of higher education as well as the maintenance, guidance, and development of science, technology, and arts as a scientific society that can improve the quality of life in society, nation, and state. To achieve goals of national education as stated in Law no. 20 of 2003 concerning Systems National Education (SISDIKNAS), the national higher education provider that applies in Indonesia is carried out by the government through State Universities (PTN), Universities Officials (PTK), Religious Universities (PTA), and the private sector through Private Universities (PTS).

Higher education is essential in producing quality human resources that can contribute significantly to national development. Private universities (PTS) in Indonesia, including in Makassar City, are an integral part of the higher education system, which provides access to education for the wider community. However, one of the main challenges private universities face is improving the quality of education. This quality improvement cannot be separated from the quality of the lecturers who teach at the institution.

The functional position of a lecturer is an essential indicator in assessing a lecturer's academic and professional quality. This position reflects the career path lecturers pursue based on their education, research, and community service performance. Increasing lecturers' functional positions means encouraging them to continue to develop and contribute more in these three fields, which will ultimately

positively impact the quality of higher education at PTS.

However, accelerating the increase in lecturers' functional positions is not easy. Various challenges must be faced, ranging from limited resources and financial support to the individual motivation of the lecturers themselves. Therefore, a comprehensive and structured strategy is needed to overcome this challenge. In this context, this paper will discuss strategies for accelerating the increase in functional positions of lecturers to improve the quality of higher education at private universities in Makassar City.

Theoretical Review

Concept of Functional Lecturer Position

The functional position of a lecturer is a career path given to lecturers based on their academic performance in three main aspects: education, research, and community service. According to the Regulation of the Minister of Education and Culture of the Republic of Indonesia, the functional positions of lecturers are regulated through a system that aims to measure and recognize lecturers' academic achievements. This functional position level includes Expert Assistant, Lector, Associate Professor, and Professor. Each level has specific requirements that must be met, including the number of scientific publications, involvement in research activities, and contributions to community service.

Increasing functional positions provides formal recognition of lecturer performance and has implications for improving welfare and financial rewards. Thus, accelerating the increase in functional positions of lecturers can be seen as an effort to motivate lecturers to achieve more and contribute to the development of higher education.

Quality of Higher Education

The quality of higher education can be interpreted as the level of success of educational institutions in achieving predetermined educational goals. This quality covers various aspects, including teaching quality, curriculum relevance, student learning outcomes, research contributions, and community service. According to the Total Quality Management (TQM) concept, the quality of higher education must be managed comprehensively, involving all components and stakeholders in the education process.

The quality of lecturers dramatically influences the quality of higher education. Highly qualified, competent, and experienced lecturers tend to provide better teaching, conduct more relevant research, and contribute more significantly to society. Therefore, efforts to improve the quality of higher education are often closely related to improving the quality of lecturers, including increasing their functional positions.

Challenges in Private Universities

Private universities face various challenges in efforts to improve the quality of education. One of the main challenges is limited resources. Private universities often have more limited budgets than state universities, impacting their ability to provide facilities, fund research, and provide adequate incentives for lecturers. Private universities must compete with state universities to attract quality lecturers and outstanding students.

Another challenge is related to the regulations and policies implemented. PTS must comply with various government regulations, which can sometimes limit their flexibility in developing internal programs and policies. Therefore, the strategy to increase the functional positions of lecturers at private universities must consider various aspects of these regulations and guidelines.

The aims of this research are as follows :

1. To analyze the strategy criteria for the Lecturer Functional Position in Makassar City Private Higher Education.
2. To analyze alternative strategies that can be implemented to accelerate the rise of the functional position of lecturers at Makassar City Private Higher Education.

Method

This research site is located at Makassar City Private Higher Education. The method used in this research is quantitative methods with analysis tools using AHP (Analytical Hierarchy Process). The population in this research, namely permanent lecturers with active status at private universities in the city of Makassar, where the number of permanent lecturers with active status is 4093 people, sampling method using the solving with the technique of proportionate stratified random sampling, so the sample size is obtained as many as 100 people with the proportion, as many as 63 expert assistants, 22 lecturers, ten associate professors, and five professors.

Result and Discussion

Once the problem is identified, the next step is to break down the situation into its elements. Completion is also carried out element by element until no further solutions are possible to obtain the results accurately. In the AHP method, criteria are usually hierarchical. Criteria and alternative strategies in this research are criteria and alternative strategies used by lecturers in choosing strategies for acceleration of promotion lecturer functional. Deep hierarchy This research fits into the framework of thinking.

a. Goal: A goal or objective: The hope is an acceleration strategy to increase the functional positions of lecturers at private universities in the city of Makassar.

b. Criteria: the criteria used in This research refer to research by Mahyuni et al. (2020: 54) about acceleration strategies increasing the functional positions of lecturers, namely:

- (1) Increasing HR Capacity Lecturer,
- (2) Administration System Lecturer Functional Position,
- (3) Providing Rewards and Punishments, and
- (4) Formation of an assessment TEAM Credit Score

c. Alternative Strategy: Alternative strategies emerge from the criteria above for each criterion.

1. Determine the Criteria Weight Value and Alternatives

Data to assess the weight of criteria and alternatives in determining accelerated improvement strategy functional lecturer position was obtained using a questionnaire sent to 100 respondents on lecturer at PTS Makassar city. Based on findings from the pairwise comparison between variables in choosing a strategy acceleration of promotion functional lecturer at PTS Makassar City, the indicated weights are obtained in the following table :

Table 1. Criteria Weight Values

Criteria	Weight	Priority
Enhancement of HR capacity Lecturer	0.514	I
Administration System Functional	0.231	II
Giving Rewards and Punishment	0.156	III
TEAM formation Credit Score Evaluator	0.901	IV

If you look at the table above, choose an accelerated improvement strategy functional lecturer position at PTS Makassar City. The priority is the criteria for increasing the capacity of lecturers' human resources with a weight of 0.514; the second priority is the system criteria. Administration of functional lecturer positions with a weight of 0.231, the third priority is giving rewards and punishments with a weight of 0.156, and the fourth priority is criteria for forming a number assessment team credit with a weight of 0.901.

2. Alternative Strategy Weight Values for Criteria for Increasing HR Capacity Lecturer

Data to determine value alternative strategy weights for criteria increasing the human resource capacity of lecturers in determining acceleration strategies increasing the functional positions of lecturers obtained by using a questionnaire sent to 100 respondents to lecturers at PTS Makassar City.

Table 2. Strategy Weight Values Alternatives to Improvement Criteria Lecturer HR capacity

Criteria	Weight	Priority
Lecturers improve publication productivity	0.517	I
Lecturers are actively looking for information about the flow application for office functional	0.265	II
Facilitating lecturers in journal writing	0.122	III
Managing loads of lecturer's work to fulfill Tri Dharma	0.97	IV

Based on the table above shows that the criteria increasing the human resource capacity of internal lecturers selection of alternative strategies on criteria increasing the human resource capacity of lecturers The priority is lecturers increase publication productivity with a weight of 0.517, following, priority both lecturers actively sought information regarding the flow of applications for functional positions with a weight of 0.265, third priority Facilitate lecturers in writing journal with a weight of 0.122, and priority fourth, organize the workload of lecturers to fulfill Tri Dharma with a weight of 0.97. The findings of this study are consistent with the theory put forward by M.R. Khairul Muluk and Asti Amelia (2019) that to accelerate the appointment of functional lecturer positions, some transformation process is required, including (1) structuring workload lecturer; (2) increase motivation journal writing for lecturers related to the scheme financing and breeding, (3) arrangement functional appointment information system in faculty and university level.

3. Value the Weight of Alternative Strategies for Administrative System Criteria Functional

Data to determine value alternative strategy weights for the criteria functional position administration system in determining acceleration strategies increasing the functional positions of lecturers were obtained using a questionnaire sent to 100 respondents from lecturers at PTS Makassar City.

Table 3. Alternative Strategy Weight Values for Administrative System Criteria Functional

Criteria	Weight	Priority
Administrative staff having management at the faculty	0.544	I
Creation of SOPs Jafung submission by online	0.302	II
Accompaniment administration jaw rise	0.154	III

Based on the table above shows that on the system criteria administration of functional positions within the selection of alternative strategies criteria functional position administration system, The priority is administrative staff having management at the faculty with weight 0.544; next, the second priority is making SOPs for submitting having directly online with a weight of 0.302, third priority assistance with increase

administration *having* with a weight of 0.154. This study's results align with the opinion expressed by Effiyaldi (2014) that coaching and development of functional positions due to coaching and development of functional lecturer positions influence the lecturer's desire for achievement. This is driven by originating motives from within myself, which is what I want to achieve while attending training.

4. Value the Weight of Alternative Strategies for Criteria for Giving Rewards and Punishment

Data to determine value alternative strategy weights for criteria reward system and punishment in determining accelerated improvement strategy functional lecturer position obtained using a questionnaire sent to 100 respondents to Makassar City PTS lecturers.

Table 4. Strategy Weight Values Alternatives to Award Criteria Rewards and Punishments

Criteria	Weight	Priority
Providing warning letters to lecturers who did not apply for having exceeded the norm	0.474	I
Cutting lecturer allowances	0.148	II
Providing allowances jaw rise	0.243	III
Providing publication grants for lecturers at Lector level Head and Professor	0.14	IV

Based on the table above shows the criteria for giving rewards and punishments in the selection of alternative strategies on criteria giving rewards and, punishment The priority is giving SP to lecturers who do not submit having exceeds normal limits with a weight of 0.474; next, the second priority is Providing salary increase allowance with a weight of 0.243, third priority Cutting lecturer allowances with weight 0.148, and fourth priority Providing publication grants for lecturers to Associate Professor and Professor level with a weight of 0.14. The results of this study align with the opinion expressed by Lilis Setyowati et al. (2018) that the benefits obtained after obtaining a position lecturer's functional functions apart from improving the lecturer's career, other benefits are an increase in income, so family well-being will also increase.

5. Value the Weight of Alternative Strategies for Criteria for Establishing an Assessment Team Credit Score

Data to determine value alternative strategy weights for criteria In-house Credit Score Assessment The Team determined strategies for accelerating the increase in functional positions of lecturers obtained by using a questionnaire sent to 100 respondents to lecturers at PTS Makassar City.

Table 5. Strategy Weight Values Alternatives to Criteria Formation of a Number Assessing TEAM Credit

Criteria	Weight	Priority
Confirm the assessor TEAM PAK is appropriate science	0.586	I
Journal socialization is good and right	0.262	II
TEAM PAK has had equivalent to rated or above tall	0.152	III

Based on the table above shows the criteria for the formation of a Credit Score Assessment Team in selecting alternative strategies formation of a Credit Score Assessment Team The first is to confirm the TEAM Assessor PAK according to science with a weight of 0.586; next, the second priority is Socialization good and correct

journal to submit credit number with a weight of 0.262, and TEAM PAK's third priority is having equivalent to the rated or higher with a weight of 0.152. This study's results align with the opinion expressed by Arbani and Muhammad Akbar (2017) that Kopertais has made efforts to socialize and implement technical guidance on calculating the number of credits and other important things related to job applications for lecturers. This is a response to a number of rules regarding increases in lecturer functional positions and an advanced understanding of lecturers proposing functional positions.

6. Position Strategy Criteria Functional Lecturer at the PTS Makassar City

Based on the calculation results by using AHP assisted with the Expert Choice application, AHP processing from the four criteria above weights obtained according to the table following :

Table 6. Strategy Criteria Weight Values Increase in Functional positions Lecturer

Criteria	Weight	Priority
Enhancement of HR capacity Lecturer	0.524	I
Administration System Functional	0.230	II
Giving Rewards and Punishment	0.155	III
TEAM formation Number Rater Credit	0.90	IV

Based on this table, when choosing an accelerated improvement strategy for the functional position of a lecturer at the University of Sumbawa, technology is the priority criterion for increasing the capacity of lecturer human resources, with a weight of 0.524. Next, the second priority is the criteria for functional position administration system lecturers with a weight of 0.230; the third priority is the provision of rewards and punishment with a weight of 0.155, and the fourth priority is the criteria for team formation credit score assessor with a weight of 0.90.

Conclusion

Based on the results of the discussion, This research can be concluded the following things:

- 1) Priority criteria for strategy acceleration of promotion functional lecturers from research results: These are sequentially increasing human resource capacity lecturer with a weight of 0.524, functional position administration system lecturer with a weight of 0.230, giving rewards and punishment with a weight of 0.155, and formation of a Credit Score Assessment TEAM with a weight of 0.90.
- 2) The Alternative acceleration strategy of increasing the functional positions of lecturers in this research has weights. The highest is the lecturer improving publication productivity, with a weight of 0.273, while the alternative strategy acceleration of promotion functional lecturer weights 0.012. The PAK team is the lowest, equivalent to the rated or more.

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