

## QUALITY CONTROL IN HR MANAGEMENT: ENSURING ACCREDITATION IN HIGHER EDUCATION

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### Abstract

*The aim of this research is to analyze more deeply the implementation of the Quality Control concept in Human Resources (HR) management in higher education, as well as its influence on the sustainability of accreditation quality. In this research, several methods were used to produce findings from the research, namely conducting interviews with related parties, such as the Chancellor or Rectorate, lecturers, administrative staff, as well as the Coordinator or Head of the Study Program. to collect data related to the implementation of a data-based Quality Control system in monitoring lecturer suitability standards, teaching quality and human resource welfare. The results of this research show that effective implementation of Quality Control can increase openness and continuous monitoring of HR performance, which can provide support for meeting accreditation standards and improving the quality of education. The impact of this research is the importance of structured and data-based human resource management in order to directly ensure the sustainability of accreditation quality in higher education, as well as strengthening quality management practices that are easily adaptable to developments and can adjust according to educational needs.*

**Keywords:** *Quality Control; Human Resources; Accreditation; Education Quality*

### Abstrak

*Tujuan dari penelitian ini untuk menganalisis lebih dalam tentang implementasi konsep Quality Control dalam pengelolaan Sumber Daya Manusia (SDM) di perguruan tinggi, serta pengaruhnya terhadap keberlanjutan mutu akreditasi. Dalam penelitian ini menggunakan beberapa metode untuk menghasilkan temuan dari penelitian tersebut adalah melakukan wawancara dengan pihak-pihak terkait, seperti Rektor atau Rektorat, dosen, staf administrasi, serta Koordinator atau Ketua Program Studi. Untuk mengumpulkan data yang berkaitan dengan implementasi sistem Quality Control berbasis data dalam memantau standar kelayakan dosen, kualitas pengajaran dan kesejahteraan SDM. Hasil penelitian ini menunjukkan bahwa implementasi dari Quality Control yang efektif dapat meningkatkan keterbukaan dan pemantauan secara terus menerus terhadap kinerja SDM, yang dapat memberi dukungan terhadap pemenuhan standar akreditasi dan meningkatkan kualitas pendidikan. Dampak dari penelitian ini adalah pentingnya pengelolaan SDM yang terstruktur dan berbasis data agar dapat memastikan secara langsung tentang keberlanjutan mutu akreditasi di perguruan tinggi, serta memperkuat praktik pengelolaan mutu yang mudah beradaptasi terhadap perkembangan dan dapat menyesuaikan sesuai kebutuhan pendidikan.*

**Kata kunci:** *Quality Control, Sumber Daya Manusia, Akreditasi, Mutu Pendidikan*

## A. INTRODUCTION

A very important role in maintaining the continuity of accreditation quality is by monitoring quality control (Singh et al., 2023; Ülker, 2023). There are various challenges in maintaining the quality of education that must be faced by higher education in Indonesia, especially in tertiary institutions, one of which is related to the quality of accreditation (Muslim et al., 2023; Rosser, 2023). The large discrepancy between expectations and reality in the field is caused by the theory and practice of human resource management (HR) in higher education not working effectively. Nurul Jadid University still faces difficulties in monitoring and managing lecturer performance in a systematic and structured manner even though the theory of quality management and HR-based education quality is developing rapidly. The problem that arises is how to combine a data-based quality management system with human resource management, especially lecturers and teaching staff, which is adequate to meet increasingly developing accreditation standards (Giangreco et al., 2023). The difficulty often experienced by higher education institutions is determining whether the quality of teaching and the competence of lecturers are in accordance with the standards set by the accreditation body (Duarte & Vardasca, 2023; Ülker, 2023)

Evaluation of lecturer performance that is less effective and less structured and not based on objective data is also one of the gaps (Harrison et al., 2022; Vidè et al., 2023). Therefore, a new approach in managing human resources that is data-based, so that accreditation standards can be met and the sustainability of the quality of education in higher education can be well maintained is also needed (Javed & Alenezi, 2023).

Several studies have been conducted regarding the implementation of the Quality Control concept in HR management in universities, both at home and abroad. Research that has been researched by (Janušauskienė & Dvorak, 2021) regarding the implementation of data-based quality management systems in European universities implementing effective and structured systems in improving accreditation and educational quality.

The results of this research explain that the use of data to evaluate the performance of lecturers and human resources not only increases transparency, but also makes it possible to resolve problems more quickly (Cho et al., 2023). Which can help in decision making. In addition, research by (Sitanggang et al., 2021) who conducted research at the University of Indonesia explained that data-based management of teaching quality can help improve lecturer performance and increase student satisfaction. This research is in line with research by (Helms-Lorenz & Visscher, 2022; Xin et al., 2022) which concludes that by monitoring lecturer performance effectively and more structured using a data-based system, the quality of teaching can be more easily improved, because there is clearer and more precise feedback.

Even though there are many studies that show positive results from the implementation of Quality Control using data in higher education, in Indonesia there is still limited research that focuses more on human resource management for the sustainability of accreditation quality.

There are several studies that prioritize data management and lecturer performance, but few examine their impact on the sustainability of accreditation quality as a whole. Therefore, research that discusses in more depth the implementation of data-based Quality Control systems in the context of higher education in Indonesia, especially at the institutions to be studied, is very important. This research can open up space for the development of a more effective and structured data-based quality management system to ensure the sustainability of accreditation quality in Indonesian higher education.

Based on an understanding of the gap between theory and practice in managing the quality of education in higher education, the aim of this research is to identify how the implementation of data-based Quality Control concepts in HR management can contribute to the sustainability of accreditation quality in higher education, especially Nurul Jadid University. The main question that will be studied in this research is How can the implementation of a data-based Quality Control system in HR management at Nurul Jadid University improve the quality of teaching and lecturer performance? By answering this question, it is hoped that this research can provide a deeper understanding of the benefits and challenges associated with implementing data-based Quality Control in HR management in higher education.

Temporarily, the implementation of a data-based Quality Control system in higher education can have a positive impact on the sustainability of accreditation quality, provided that this system is implemented in an effective and systematic manner. The data obtained from this system allows universities to monitor and evaluate lecturer qualifications, teaching performance and human resource welfare in a more structured

and systematic manner. The implementation of this system is expected to improve lecturer performance, increase productivity, and maintain the quality of education in accordance with the standards set by the accreditation body. However, the main problems in implementing this system are technical limitations, lack of training for lecturers in using data-based systems, and the need for changes in organizational culture that can support transparency and continuous evaluation. However, with strong responsibility and support from all elements of higher education, implementing data-based Quality Control can be an effective solution to ensure that Nurul Jadid University is able to maintain and even improve the quality of education offered, as well as meeting the accreditation standards that have been set. .

## **A. RESEARCH METHODS**

The method used in this research is qualitative because this research aims to examine in depth the implementation of the Quality Control (QC) concept in HR management in higher education, especially Nurul Jadid University and how this contributes to the sustainability of accreditation quality in higher education. Using a qualitative approach allows researchers to explore experiences, perceptions and dynamics that exist in higher education, which are difficult to reach through quantitative methods.

Case study is a type of research used in this research, the unit carried out in this research at Nurul Jadid University. Using this type of case study research here can provide a deeper understanding of QC practices in HR management. This research choice is appropriate because this research aims to understand the dynamics that occur at the institutional level.

The unit chosen to conduct this research is Nurul Jadid University because this university has the potential to have policies and procedures related to HR management to guide and improve the quality of accreditation. This university can be an appropriate example to see how the application of QC in HR management can contribute to the sustainability of accreditation quality. Therefore, universities often experience difficulties in maintaining academic and administrative quality, which closely contributes to human resource management and accreditation.

In-depth interviews with various parties directly involved in HR management and accreditation were the data collection techniques used in this research. Relevant informants include the Chancellor/Rectorate for a strategic policy perspective, lecturers for an understanding of the implementation of QC in teaching, administrative staff to understand QC operations, as well as Coordinators or Heads of Study Programs to gain insight into QC practices at the study program level.

In selecting informants who are considered to have knowledge and experience relevant to the research topic, purposive sampling is used. Apart from interviews, participatory observation was also carried out in this research to directly observe HR management activities and the implementation of QC on campus. Then, to collect documents related to HR policies, accreditation reports, and other internal documents related to QC standards at this university, use documentation.

The data that has been collected will be analyzed using thematic analysis, then researchers will identify the main patterns, themes and categories that emerge in the application of QC in HR management. transcription of interviews and observation notes,

coding of data to identify main themes and categories, as well as interpretation of findings based on QC theory and HR management models are the steps of the thematic analysis.

This research will use several checking techniques to ensure the validity of the data, such as source triangulation by comparing findings from interviews, observations and documentation, as well as method triangulation to verify the consistency of the findings. Apart from that, to double check the results obtained, member checking was also used in this research which involved informants. And clear documentation regarding the steps of this research using an audit trail, data collection and analysis to ensure transparency and accountability. This research is expected to provide in-depth insight into the application of QC in HR management at Nurul Jadid University and its influence on the sustainability of accreditation quality. With a structured approach and strict data checking.

### **C. RESULTS AND DISCUSSION**

#### **Quality Culture and HR Engagement**

This research explains that a quality culture is implemented by building a strong understanding among lecturers and education staff regarding the importance of quality in academic and service aspects. This university consistently maintains quality standards through the implementation of clear SOPs, regular training as well as periodic evaluations. Apart from that, innovation in teaching, recognition for achievements, and good communication also support the creation of a sustainable quality culture. This finding is strengthened by the results of interviews with several informants.

*Continuous evaluation is also an important part of this policy. "Conduct regular evaluations of the quality of education, teaching and lecturer competence, as well as collecting feedback from students and other stakeholders. Based on the results of this evaluation, we continue to follow up and improve in areas needed," (Fr\_2024)*

*By implementing internal quality audits that are carried out in a structured and ongoing manner, you can ensure that quality standards can be achieved. This internal quality audit aims to assess whether HR management at our university is in accordance with established standards and whether there are aspects that need to be improved." (Af\_2024)*

Observations at Nurul Jadid University show that in institutional development it is necessary to have a culture of quality and the involvement of human resources as the main focus. The implementation of a quality culture is reflected in continuous efforts to improve the quality of education, with continuous evaluation of the curriculum, facilities and services. To achieve academic goals, it is necessary to have human resources (HR) who are actively involved in this process through training and competency development. This involvement is also seen in the participation of lecturers and staff in research activities, seminars and community service, which overall strengthens the culture of innovation and quality improvement at the university.

The results of the observations above show that carrying out regular evaluations is an important part of the policies that have been implemented. The university carries out regular evaluations of the quality of research, teaching and lecturer competence, they collect feedback from students and other stakeholders. Based on the results of the

evaluation, follow-up will be carried out in areas that need improvement. This statement is in line with the explanation, to ensure that quality standards are achieved, the university implements internal quality audits in a structured and ongoing manner. The aim of implementing this internal quality audit is to assess whether HR management in higher education is in accordance with established standards and to identify aspects that need to be improved.

To maintain and improve the quality of education, this university has a systematic approach, namely by carrying out regular evaluations and audits. Improvements in areas that require improvement require regular evaluation of the quality of research, teaching and lecturer competence, involving feedback from students and other stakeholders. Ensuring HR management meets established standards and identifying aspects that need to be improved requires systematic and ongoing internal quality audits. The two sources above explained the importance of evaluation and audit to maintain and improve the quality of education in higher education.

To strengthen the results of the findings above, the following are the results of interviews and observations in the field regarding Quality Culture and HR Engagement at Nurul Jadid University:

Aspect	Quality Culture	HR involvement
Vision and mission	Emphasizes the development of education based on Islamic values, science and technology to produce graduates who are competent and globally competitive.	Human resources are involved in preparing the vision and mission through discussion and deliberation to ensure alignment with institutional goals.
Academic Standards	Implementation of OBE (Barrel of Oil Equivalent) based higher education standards and BAN-PT accreditation to ensure the quality of learning.	Lecturers and staff are provided with training and certification to improve competency in accordance with established academic standards.
Innovation and Research	Encouraging a culture of innovation through research programs based on community needs and scientific development.	Researchers and lecturers are given awards and funding for innovative research, and are encouraged to publish in reputable journals.
Excellent service	Prioritizing student and stakeholder satisfaction through efficient, transparent and responsive services.	Administrative staff are trained to provide professional and friendly service to all parties.
Evaluation and Monitoring	Routine evaluation of academic and non-academic performance through an internal quality assurance system (SPMI) based on data and key performance indicators (IKU).	HR is involved in the evaluation process through feedback, work meetings, and preparing transparent performance reports.
Competency Development	Providing opportunities for lecturers and staff to develop themselves through further education, seminars and workshops.	The university provides further study scholarships as well as ongoing training programs to support careers and HR skills.
Information Disclosure	Using information technology for transparency and effective communication, such as e-learning, academic portals, maturs, and publication of institutional work results.	Human resources are given access and training regarding the use of information systems to support their performance and involvement in campus activities.
Religious	Integrating Islamic values in every aspect of	Lecturers and staff are active in religious

Aspect	Quality Culture	HR involvement
Culture	education, research and community service.	activities such as congregational prayers and spiritual formation on campus.

Data from the table shows the main components in building a quality culture in higher education, including lecturers and education staff understanding of the importance of quality, commitment to quality standards through SOPs, training and evaluation, as well as innovation in teaching by using new technology and methods to improve learning. . Rewarding the achievements of lecturers and students can be a boost to quality, and regular evaluations and internal audits ensure continuous improvement. Apart from that, the active participation of the entire academic community can strengthen the sustainability of the quality culture. This approach is reinforced by factual evidence to ensure comprehensive educational quality.

### Data Based Quality Management System

A data-based quality management system is a data-based approach as a basis for managing, monitoring and improving the quality of education. By using a system that utilizes information technology to collect, analyze and present data, so that decisions taken are more accurate and fact-based.

To ensure sustainable quality of education and services through the use of accurate and relevant data, this University implements a Data-Based Quality management system. The steps taken to make more precise and evidence-based decisions. This university collects data and analyzes data from various sources, such as learning evaluations, student satisfaction surveys, and performance reports. With this application, you can identify areas that need improvement, design quality improvement strategies, and monitor the success of their implementation in order to maintain high quality and meet accreditation demands. The following are the results of an interview regarding a data-based quality management system which shows that it uses measurable data from various sources, such as exam results, research performance, and student feedback, to monitor and improve the quality of education.

*The resulting data can be used to plan improvements, develop lecturers, update the curriculum, and maintain superior accreditation. With a data-based approach, this university can make the right decisions in maintaining the quality of education in a sustainable manner. (Mw\_2024)*

*In order to ensure that quality in our institution is maintained, we implement a data-based quality management system. From this system, we prioritize lecturer qualifications, teaching performance and human resource welfare. So that our institution here can maintain its quality in the long term, as much as possible, all these aspects need to be monitored using measurable data. (Fr\_2024)*

The Data-Based Quality Management System at this University maximizes the use of information technology to collect and analyze data related to lecturer performance, student learning outcomes, and curriculum evaluation. This data is used to support evidence-based decision making, increase efficiency and transparency, and encourage accountability in managing education quality. This approach ensures that the quality of education is maintained in accordance with established standards.

This data is used to plan improvements, develop lecturers, update the curriculum, and maintain superior accreditation. With a data-based approach, the University can make more informed decisions in maintaining the quality of education in a sustainable manner. Meanwhile, to ensure that the quality of education is maintained, it is necessary to implement a data-based quality management system. The main focus in this system is lecturer qualifications and certification, teaching performance, and human resource welfare, which require monitoring through measurable data to achieve and maintain long-term quality standards.

The results of the interviews above from the two informants explain the importance of using data in managing the quality of education in higher education. Data is used for improvements in various aspects of education, such as lecturer development, curriculum updates, and maintaining superior accreditation. With data-based implementation, this University can make more precise and measurable decisions, to ensure that the quality of education is maintained in a sustainable manner. Meanwhile, a data-based quality management system is also implemented to monitor lecturer qualifications and certification, teaching performance, and human resource welfare, to achieve and maintain the desired educational quality standards in the long term. Both informants agreed that the use of data allows universities to maintain the quality of education in an efficient and structured manner.

### **Compliance with Accreditation Standards**

In maintaining and improving the quality of education, compliance with accreditation standards is required. This university consistently ensures that every aspect of management, including governance, teaching, research and services, meets the criteria set by accreditation bodies. To maintain and improve its superior accreditation status to ensure sustainable educational quality, the University is committed to implementing policies and procedures that comply with regulations, as well as conducting regular internal quality evaluations and audits. This is in accordance with the results of interviews regarding compliance with accreditation standards which show that universities are committed to meeting accreditation standards in order to maintain the quality of education.

*This institution consistently ensures that every education, both in terms of curriculum, teaching and research, meets the standards set by accreditation institutions. (Af\_2024)*

*To maintain superior accredited study programs at our institution, here we strive to monitor lecturer performance and student achievement, with this monitoring we involve all academic staff to maintain sustainable educational quality. (Fr\_2024)*

The results of observations show that the university studied has a good level of compliance with the established accreditation standards. This university consistently complies with existing guidelines, both in terms of academic management, facility quality, and internal evaluation processes. However, there are several areas that require improvement, especially in terms of improving research facilities and developing curricula that are more relevant to industrial developments. Overall, this institution continues to strive to maintain and improve accreditation standards in order to improve

the quality of education.

In line with the results of the interview above, this institution consistently ensures that all aspects of education, including curriculum, teaching and research, comply with established accreditation standards. Meanwhile, this institution maintains superior accreditation, by involving all academic staff in maintaining and improving the quality of education on an ongoing basis.

The results of the interviews conducted above explain that ensuring high quality education requires the University's commitment to maintaining and meeting accreditation standards. This institution consistently ensures that every education including curriculum, teaching and research meets the standards set by accreditation institutions. This shows a focus on measurable quality and relevance to accreditation demands. Maintaining and improving the quality of higher education requires monitoring lecturer performance and student achievement, as well as involving the entire academic community. By implementing this step the aim is to maintain superior accreditation and ensure education remains sustainable and relevant.

### **The Impact of Implementing Quality Control on Sustainability of Accreditation Quality**

The significant impact on the sustainability of accreditation quality by ensuring consistent quality standards is because this University implements a quality control system. A quality control system can help this university to detect and correct deficiencies in teaching, research and service processes through strict supervision and continuous evaluation.



The impact of implementing a quality control system is not only to maintain superior accreditation status, but also to encourage continuous improvement, ensuring that the quality of education provided remains relevant and can meet stakeholder expectations and applicable accreditation standards. In interviews conducted regarding the impact of implementing a quality control system on the sustainability of accreditation quality, information regarding this impact was obtained.

*The quality of accreditation greatly influences the quality of the institution through the implementation of a quality control system. To ensure that accreditation standards remain met, there is a need for regular evaluation of research, teaching and lecturer competency to enable continuous improvement. (Fr\_2024)*

*To ensure that the quality of education at this institution remains maintained and relevant, we carry out internal quality audits and continuous evaluations involving various parties to help identify areas that need improvement. Overall, a structured quality control system supports the sustainability of accreditation quality and improvement of the quality of education at this institution. (Ak\_2024)*

By implementing a quality control (QC) system in this institution, it can have a significant influence on the sustainability of accreditation quality. To ensure consistent educational standards and improve the quality of academic services, a strict supervision system is required. To improve the performance of lecturers and staff, this institution implements a continuous evaluation and improvement process which can also improve the quality of learning. Implementing a quality control system also helps this institution to maintain good accreditation, and ensures that this institution continues to meet the standards set by the accreditation agency. This contributes to the university's reputation and attracts more quality students.

In line with the interview above, the implementation of quality control can have a big influence on the quality of accreditation. To support continuous improvement and ensure that accreditation standards remain met, this institution carries out regular evaluations of research, teaching and lecturer competency. Quality internal audits and evaluations involving various parties can help identify areas that require improvement so that the quality of education remains maintained and relevant. Implementing a structured quality control system can encourage the sustainability of accreditation quality and improve the quality of education at universities.

The implementation of a quality control system plays an important role in maintaining the quality of accreditation. Continuous improvement and fulfillment of accreditation standards can be ensured through regular evaluation of research, teaching and lecturer competencies. Quality internal audits and evaluations involving various parties can help identify areas that need improvement so that the quality of education remains relevant. To support the sustainability of accreditation quality and improve the quality of education, this institution implements a quality control system.

## **DISCUSSION**

The active involvement of all human resources (HR), including lecturers, teaching staff and administrative staff can influence the culture of quality in higher education (Al-Alawneh et al., 2024; Asiyai, 2022). To create collective awareness regarding the importance of quality education, implementing quality control (QC) which involves all human resources in the continuous evaluation and improvement process (Ford & Gosling, 2024; Hsu, 2023). To improve the quality of teaching and academic services, HR is actively involved in this effort (Kooli & Abadli, 2022; Rotar, 2022). However, without comprehensive involvement, the quality culture being pursued can lose direction, leading to a mismatch with expected results (Carlgren & BenMahmoud-Jouini, 2022; Chen et al., 2022).

To maintain the quality of education in higher education, compliance with accreditation standards is required (Duarte & Vardasca, 2023; Ülker, 2023). Higher education institutions can ensure that they always meet the standards set by accrediting agencies by implementing a data-based quality control system (Javed & Alenezi, 2023). Continuous evaluation and improvement in various aspects ranging from lecturer qualifications to facilities and curriculum can take place through a structured monitoring process by the institution (Ono et al., 2023). Compliance with these standards not only has a good impact on the reputation of higher education institutions, but also makes institutions more trusted by the public and accreditation bodies (Kayyali, 2024).

A significant impact on the sustainability of accreditation quality in higher education can be through the implementation of an effective Quality Control system (Jasti et al., 2022; Javed & Alenezi, 2023). Universities can identify and improve areas that need improvement, ensuring that the quality of education continues to be maintained and develops with data-based monitoring (Javed & Alenezi, 2023). Fulfillment of consistent accreditation standards, as well as increasing the competitiveness of universities at national and international levels. However, if the implementation of a quality control system only focuses on achieving numbers and targets, there is a risk that a more comprehensive learning process based on students' academic experience could be neglected (Janssens et al., 2022). Therefore, the implementation of QC must be carried out wisely to maintain a balance between accreditation standards and learning quality (Tamrat, 2022).

The application of the concept of quality control in human resource management in higher education provides important support for the science of educational management. In theory, the implementation of a data-based quality control system in HR introduces a structured and evidence-based approach to ensure teaching quality, lecturer performance and HR welfare that are relevant to accreditation standards. This approach perfects a more systematic and results-based education management model that takes into account aspects such as lecturer competency, teaching productivity and human resource satisfaction as benchmarks for the success of higher education. This theory provides an understanding that data-based management can strengthen the evaluation process and continuous improvement in the education system.

Practically, the application of the Quality Control concept in HR management in higher education can help increase managerial and administrative effectiveness in educational institutions. By using data to monitor and evaluate lecturer qualifications, teaching performance, and human resource welfare, education managers can make more informed decisions for improvement and development. This not only affects the quality of teaching, but also contributes to more efficient human resource management for academic and professional needs. This practical contribution can be used as a model for other higher education institutions in implementing education management that is more quality and results based, supporting the sustainability of accreditation quality more effectively.

## **KESIMPULAN**

This research explains that the application of the concept of quality control in human resource (HR) management plays a very important role in ensuring the sustainability of the quality of accreditation in higher education. The university's efforts to maintain and improve the quality of education on an ongoing basis are by conducting regular evaluations of lecturer, teaching and research performance as well as implementing systematic internal quality audits.

This research provides an important contribution in updating the perspective regarding the importance of quality control in HR management for sustainable quality accreditation. This concept can provide insight into how internal quality evaluations and audits can be used to identify and improve weaknesses in the education system, so as to strengthen quality standards in higher education.

The limitation of this research is that it only contains case studies that occurred at Nurul Jadid University, so this research cannot be used for other universities.

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