

SUMMARY

A MODEL DEVELOPMENT BASED ON APPRENTICESHIP AND INTERNSHIP CONCEPTS FOR RECRUITING AND DEVELOPING LECTURER AT UNIVERSITAS AIRLANGGA

There are two types of lecturers at Universitas Airlangga. Those are adjunct lecturer and *dosen tetap*. Adjunct lecturer is lecturer who was recruited by Universitas Airlangga with annual contract. *Dosen tetap* is lecturer who was recruited by Ministry of Education of Indonesia and pointed to work at Universitas Airlangga. The recruitment of adjunct lecturers by departments and faculties is indicated as a strategy to screen or make a trial for potential candidates of lecturer. But, that strategy is facing an obstacle. The recruitment of *dosen tetap* is held by Ministry of Education of Indonesia. That means recruitment of *dosen tetap* is openly and fairly held. Faculties and departments at Universitas Airlangga cannot interfere in final decision of recruitment. Besides that, adjunct lecturer is unsatisfied with the lack of rights (salary, etc.) and commitment of university to elevate status from adjunct lecturer to be *dosen tetap*. Faculties and departments indirectly use the concepts of internship and apprenticeship in their strategy to recruit lecturer with Person-Organization Fit ability.

The document which contains procedure of internship or apprenticeship as a strategy to recruit a fit lecturer to departments and faculties was not found at Universitas Airlangga. It means departments and faculties independently use that strategy. But, they cannot decide if adjunct lecturer will pass or not the recruitment test of *dosen tetap*.

This research purpose is to develop an internship/apprenticeship model for recruiting and developing lecturer at Universitas Airlangga. Three groups of informant were interviewed about process of recruitment and development of lecturer at Universitas Airlangga. Those groups of informants are management office of Universitas Airlangga; faculties and departments; and young lecturers. This research also collected documents related to recruitment and development of lecturer at Universitas Airlangga. Four main variables are identified from document collections and interview transcripts. Those variables are recruitment plan; development process; evaluation process; and informants' perspectives on existing recruitment and development system of lecturer at Universitas Airlangga.

This research used inductive approach to analyze documents and interview transcripts. The findings shows that recruitment of an adjunct lecturer at Universitas Airlangga is held if departments needs a new lecturer. The purpose of that action is to fill gap among lecturer and student ratio in department or faculty. Besides that, that action is a strategy to recruit potential lecturer. Every departments and faculties in Universitas Airlangga have a different ways in attracting potential lecturer; promoting adjunct lecturer; and developing lecturer by registering lecturer to seminar or workshop. Universitas Airlangga is *Perguruan Tinggi Negeri Badan Hukum (PTN BH)*. It means Universitas Airlangga could independently recruits *dosen tetap Non-PNS*. *Dosen tetap Non-PNS* has a similar rights and advantages with *dosen tetap*. But, Universitas Airlangga has to pay salary and allowance of *dosen tetap Non-PNS*. If that scheme works smoothly. It could be a solution to elevate adjunct lecturer to be *dosen tetap Non-PNS*. In the end of this research, there is a recommendation model for recruitment and

development of lecturer which formulated from concepts of internship and apprenticeship.



ABSTRACT**PENGEMBANGAN MODEL PROGRAM MAGANG UNTUK
MENDAPATKAN DOSEN DI UNIVERSITAS AIRLANGGA**

A new model which can leads Universitas Airlangga to manage a recruitment and development process of lecturers is needed. This is a respond to a problem which is facing faculties and departments in Universitas Airlangga. The existence of adjunct lecturers is a strategy of faculties and departments to develop a qualified and fit lecturers for faculties and departments. But, that strategy is hampered by a government regulation of lecturers' open recruitment procedure and centralized decision making. This research also identified that there are many and different problems in managing recruitment and development of a lecturers in Universitas Airlangga despite of government regulation. Those problems are identified by interviewing stakeholders in process of recruitment and development of lecturers in Universitas Airlangga. Despite of interview method, this research also collects documents those are related to process of recruitment and development of lecturers.

The documents and interview transcripts are analyzed by classified data in to three section. Those sections are planning a new lecturers; developing a lecturer; and evaluating a lecturers' performance. Those sections are derived from internship and apprenticeship concepts. Those concepts are sources of a model that is result of this research. The findings shows that there are differences in strategy recruiting and developing new lecturer among faculties and departments in Universitas Airlangga. But, one for sure that faculties and departments has been developing a scheme of regenerating lecturer by recruit their best candidates to be adjunct lecturer first before participating in recruitment of lecturer held by government. This research also delivered a model based on internship and apprenticeship concepts for recruiting and developing lecturer in Universitas Airlangga. That model is a recommendation of strategy for Universitas Airlangga to cope with obstacles in recruiting and developing lecturer.

Keywords: model, internship, apprenticeship, strategy, lecturer.