

**PENGARUH PRAKTIK MANAJEMEN SUMBER DAYA MANUSIA
TERHADAP KINERJA PERGURUAN TINGGI DENGAN TATA KELOLA
SEBAGAI VARIABEL MODERASI
(STUDI PADA PERGURUAN TINGGI SWASTA DI SUMATERA BARAT)**

TESIS

Diajukan sebagai Salah Satu Syarat untuk Mencapai Gelar Magister Manajemen
pada Program Studi Magister Manajemen Fakultas Ekonomi dan Bisnis

Universitas Andalas



Diajukan Oleh:

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**PROGRAM STUDI MAGISTER MANAJEMEN
FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS ANDALAS
PADANG
2026**

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Tesis oleh Andika Persia

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ABSTRAK

Penelitian ini dilakukan untuk menguji pengaruh Praktik Manajemen Sumber Daya Manusia yang difokuskan kepada rekrutmen dan seleksi serta pelatihan dan pengembangan terhadap kinerja Perguruan Tinggi dan juga melihat peran tata kelola Perguruan Tinggi sebagai variabel moderasi dalam hubungan tersebut. Penelitian menggunakan desain kuantitatif *eksplanatori* dengan pendekatan *cross-sectional*. Populasi penelitian adalah Perguruan Tinggi Swasta di Sumatera Barat, melalui teknik sampling jenuh diperoleh 60 responden yang terdiri atas Pimpinan Perguruan Tinggi Swasta di Sumatera Barat. Data dianalisis menggunakan *Partial Least Squares Structural Equation Modeling* (PLS-SEM) dengan SmartPLS 4. Hasil penelitian menunjukkan bahwa rekrutmen dan seleksi tidak berpengaruh signifikan terhadap kinerja perguruan tinggi ($\beta = 0,137$; $p = 0,407$). Sebaliknya, pelatihan dan pengembangan berpengaruh positif dan signifikan terhadap kinerja perguruan tinggi ($\beta = 0,303$; $p = 0,030$). Pengujian efek moderasi menunjukkan bahwa tata kelola perguruan tinggi tidak mampu memoderasi hubungan antara rekrutmen dan seleksi dengan kinerja perguruan tinggi ($p = 0,952$), maupun hubungan antara pelatihan dan pengembangan dengan kinerja perguruan tinggi ($p = 0,772$). Nilai koefisien determinasi (R^2) sebesar 0,610 menunjukkan bahwa model penelitian mampu menjelaskan 61,0% variasi kinerja perguruan tinggi. Berdasarkan hasil penelitian, penelitian ini merekomendasikan agar Perguruan Tinggi Swasta memprioritaskan penguatan program pelatihan dan pengembangan dosen secara berkelanjutan dan penguatan tata kelola institusi, serta mengevaluasi kembali efektivitas proses rekrutmen dan seleksi yang berjalan saat ini.

Kata kunci: Rekrutmen dan Seleksi, Pelatihan dan Pengembangan, Tata Kelola Perguruan Tinggi, Kinerja Perguruan Tinggi.

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
UNIVERSITY PERFORMANCE WITH UNIVERSITY GOVERNANCE AS A
MODERATING VARIABLE (A STUDY OF PRIVATE UNIVERSITIES IN
WEST SUMATRA)**

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ABSTRACT

This study aims to examine the effect of Human Resource Management Practices focusing on recruitment and selection as well as training and development on Higher Education Performance and also to analyze the role of Higher Education Governance as a moderating variable in these relationships. The study used an *explanatory quantitative design* with a *cross-sectional approach*. The population consisted of private higher education institutions in West Sumatra, and 60 respondents, consisting of leaders of private higher education institutions in West Sumatra, were selected using a saturated sampling technique. Data were analyzed using *Partial Least Squares Structural Equation Modeling* (PLS-SEM) with SmartPLS 4. The results showed that recruitment and selection did not have a significant effect on higher education performance ($\beta = 0.137$; $p = 0.407$). In contrast, training and development had a positive and significant effect on higher education performance ($\beta = 0.303$; $p = 0.030$). The moderation analysis showed that higher education governance did not significantly moderate the relationship between recruitment and selection and higher education performance ($p = 0.952$), nor the relationship between training and development and higher education performance ($p = 0.772$). The coefficient of determination (R^2) value of 0.610 indicates that the research model is able to explain 61.0% of the variation in higher education performance. Based on these findings, private higher education institutions are recommended to prioritize the continuous strengthening of lecturer training and development programs, strengthen institutional governance, and reevaluate the effectiveness of their current recruitment and selection processes.

Keywords: Recruitment and Selection, Training and Development, Higher Education Governance, Higher Education Performance.