RESEARCH ARTICLE

THE ROLE OF HIGHER EDUCATION IN DEVELOPMENT OF HUMAN RESOURCES STUDY AT UNIVERSIDADE DA PAZ DILI, TIMOR-LESTE

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ABSTRACT

The Title of Thesis Writing: The Role of Higher Education in Human Resource Development at Universidade da Paz, Dili, Timor-Leste. Higher education has a significant contribution in improving the quality of human resources (HR) in a country. Therefore, Universidade da Paz (UNPAZ), as the largest private university in the country of Timor-Leste, also played a role in developing human resources. The purpose of this study is to provide empirical evidence of the role of universities in human resource development, partially and simultaneously on the effectiveness of services between teaching staffs and staffs at Universidade da Paz. The total number of lecturers of Universidade da Paz are 174 and staffs are 61 people; and the theories used to examine these study are educational theory, the role theory of higher education, and human resource theory. This study is categorized as qualitative research. Data collection techniques used is interviewing, documentation and observation. Data analysis techniques consist of data reduction, data display and data verification. The data source consisted of the Head of Human Resources, Head of Postgraduate, Head of Internal Quality Assurance and External Quality Assurance (WR.IV) of Universidade da Paz. The results of this study indicated that the development of human resources educators and education staff at Universidade da Paz for Master's and Doctorate Degrees are being carried out with several steps, including; compiling programs or planning for Human Resource development, determining needs, setting targets, establishing programs, identifying, implementing programs, and evaluating program implementation. The method of developing human resources for educators and education staff at Universidade da Paz consist of counseling training, work instructor training, demonstrations, and the existence of On The Job Training and Off the Job Training consists of courses, education, workshops, seminars, and comparative studies. Other methods of Human Resource Development on educators and education staffs at Universidade da Paz are through training, performance management, career development, welfare improvement, education, training, seminars, supervision and further study.

INTRODUCTION

Higher education institutions in Timor-Leste today are required to be able to innovate by improving the quality of their resources and management systems so that they can excel competitively in order to be able to compete with other tertiary institutions. The resources to be owned by every educational institution such as tertiary institutions are physical resources, human resources and organizational resources which are the basis in sustaining the achievement of the goals of higher education. In addition, an effective development system is another pillar that must be optimally managed in order to facilitate the operational work of university development. With this the Timor-Leste government through the Ministry of Education applies an evaluation of the performance of each tertiary institution; Public and Private in the Democratic Republic of Timor-Leste, to see the level of development competency and its resources; has it been carried out in accordance with the standards set by the ministry of education or vice versa. The standardized university development standards are not met by every existing tertiary institution, the ministry of education will take actions in accordance with applicable law, in order to reprimand any existing institution to be able to quickly and appropriately improve existing performance in accordance with applicable terms and standards and if it violates the existence of the relevant tertiary institution will not be recognized by the government. Timor-Leste as one of the countries in the Southeast Asian region, also has educational institutions such as tertiary institutions which are spread in the capital of the country of Timor-Leste, namely the city of Dili. The tertiary institutions listed in the table above are educational institutions that have been registered with the Timor-Leste Ministry of Education and as tertiary institutions that have been recognized by the Timor-Leste government through the accreditation stage. Each existing tertiary institution has a different ownership status, such as that of the government and the private sector. Higher education as an educational unit organizes and must implement higher education, functions to develop capabilities and shape the character and civilization of a dignified nation, to educate the nation's life, develop a responsive, creative, skilled, competitive, and cooperative academic community through the implementation of the Tridharma of higher education, as well as developing science and technology, it states the role of tertiary education is very strategic in the life of the nation and the State, functions as a center for changing people's insights and as a container to produce and convey knowledge, and must have a solid foundation to be ready to face any changes in its strategic environment. According to Marquardt (2002) this is the most significant force that can change organizations and
become learning organizations (learning organizations), so that they can transform themselves with high adaptability to overcome each of these challenges. To meet the challenges of a rapidly changing environment, higher education organizations must be more flexible, responsive, and willing to change, adapt and transform for the better. Higher education organizations or institutions must create and assimilate new knowledge at a better pace, encourage creativity, and learn to work in new ways. Dess and Picken in Singh, (2010), This implies the importance of building intelligent Higher Education people, based on human resource development, and always renewing themselves. Judging from the higher education and the dynamics of the developing community, quality improvement can be realized through the implementation of education. Viewed from the current era of globalization, the progress of a nation is largely determined by the quality of human resources. "The national education problem that arises is being faced by the people of Timor-Leste at present is the low level of human resources or the quality of education at every level. Work performance competencies are not appropriate in the department or workforce expertise, so there are often problems in the workforce. While various efforts have been made in improving the quality of national education, including through various training and improvement of workforce competence, improvement of educational infrastructure, and improvement, development, quality of tertiary institutions. Anticipation in this direction, has been outlined in the education and cultural development, quality of tertiary institutions, to achieve the nation's future, in accordance with the world of educational development today. The embodiment strategy must be understood and fully supported by commitment and good participation by the organizers of interests. A good vision is a vision that challenges and motivates all education providers, to make realistic contributions to the abilities and external and internal factors, assumptions and define environmental conditions with good and correct rules. Human resources are, the power of thought or work that is still stored in him that needs to be fostered and explored, and developed to be used as well as possible, for the welfare of human life. In Universidade da Paz, it is necessary to develop human resources. Where the management of human resource development, includes the problems:

1. Problems related to the development, maintenance, use and protection of human resources to achieve the goals set by the Universidade da Paz, therefore, must pay attention to the existing human resource problems so that the goals of the Universidade da Paz can be achieved.
2. The advantage of effective human resource management lies not only in increasing performance, but also in other aspects, such as the establishment of a university's reputation as a good organization and personal satisfaction gained by university management. Given the increasingly high level of business competition, especially in the field of university education Universidade da Paz, and all want to be the best in the eyes of society.
3. As is the case with one private tertiary institution which is very concerned about the conditions and standards set by the Timor-Leste ministry of education, the University of da Paz (UNPAZ), the universidade da paz and all want to be the best in the eyes of society.
4. Various efforts have been made by Universidade da Paz to achieve internal performance, including conducting human resource planning first and then continuing with the

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</tr>
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<td>Accredited</td>
</tr>
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</table>
good human resource management. Whereas for now, human resources in tertiary institutions, Universidade da Paz are still low especially for teaching staff still holding non-linear bachelor's and master's degrees, and with staff working not in accordance with vocational and lacking in training, comparative studies, courses according to their work performance -masingly, but until now can still be able to provide services to college students. This has an effect on trust and can develop the good image of Universidade da Paz, in the eyes of the public.

5. Therefore, what kind of effort is the effort of higher education in developing human resources in the workforce of Universidade da Paz, Dili, Timor-Leste as an effort to improve and develop, the quality of human resources, must be an effort to realize the vision of higher education, the performance of workers is needed good instructors and staff, to be able to carry out the vision and mission developed by Universidade da Paz which is professional teaching staff is reflected in the form of effective performance because work professionalism can be realized if supported by personal capacity which is the main element of the smooth vision and mission of the Universidade da Paz obtained through training, comparative studies, courses and workload that is not excessive.

LITERATURE REVIEW

The role of higher education

In his opinion Komaruddin, (2000), explained that, a general term in educational institutions that is used to indicate an institution that provides the highest education in various scientific disciplines. The term tertiary institution, among others, includes academies, colleges, institutes, and universities (which includes bachelor, master, and doctoral degrees). In the 7th century, universities in old Mataram and Srivijaya were established. The colleges educate experts in Buddhism. The role of tertiary institutions based on Government Regulation Number 19, 2005, regarding the National Standards of Education is the Institution producing prospective teaching staff, is tertiary institutions, especially several tertiary institutions (PT) which specifically organize educational programs. In order for university graduates to have competencies according to what is needed by schools, universities must conduct assessments and develop educational programs.

Some things that need to be done at least are as follows:

1. Through comprehensive research, universities need to study and develop teacher competency profiles or standards according to their field of study. Every study program or department within the university needs to develop detailed competency standards that must be possessed by prospective workers or lecturers, both at tertiary institutions.
2. Higher Education, needs to develop curriculum specifically to accommodate the prospective teaching program. Each study program or department develops a curriculum in accordance with the level of education, which will be held.
3. Higher education institutions need to prepare teaching staff (lecturers), and supporting staff who have adequate qualifications and competencies. Identification of qualified lecturers needs to be done, including coaching and strengthening their competencies.
4. Reference books and lecture materials need to be developed in accordance with curriculum material. Reference books which are arranged in English need more development. Diktat, job sheets, lab sheets, and material forms, other lectures need to be developed in accordance with the content and format used in international standard schools. Learning resources should be developed towards e-Learning.
5. Facilities and infrastructure need to be reviewed, whether it is appropriate and can support learning for prospective teacher programs. Facilities and infrastructure do not have to be fancy and expensive, but they must be appropriate and can support the lecture process. Libraries and e-learning facilities are the most essential components that must be developed.
6. The lecture process must be developed in such a way as to create fun, active, creative, innovative and effective learning. In addition, the assessment of student learning outcomes and evaluations of lecture programs must be carried out systematically.

A study from Soebjakto, (2009), that Higher Education (PT) is the highest advanced education that is expected to improve human capabilities so that what is needed by the business world can be met. The needs of the educated workforce in Indonesia vary depending on Perti's needs and ability to provide it. Furthermore, every graduate should be able to meet the needs of the educated workforce needed by the business world.

Sudiyono (2004). Higher education consists of academic and professional education. While higher education can take the form of academics and polytechnics, institute colleges and universities. The goals of college education are:

1. Establish the ability to carry out tasks, which have components to know what must be done, master the way how each aspect and stage of the task must be done and appreciate rationally why a part of the task is carried out in one way and not in another way.
2. Establish the ability to know the limits of one's own abilities and be ready and able to find resources that can help overcome their limitations.

Based on the opinion of the Sudiyono mentioned above, the writer can conclude that; Educators are professionals who are tasked with planning and implementing the learning process, assessing learning outcomes, conducting mentoring and training, and conducting research and community service, especially for higher education.

Human resource development

In his opinion Soekidjo Notoatmodjo, (2015), that the development of human resources is all people involved in an organization in striving for the realization of the goals of the organization, dividing the understanding of HR into two, namely understanding in macro and micro. Understanding macro human resources is all people as residents or citizens of a country or within certain boundaries that have entered the age of the workforce, both those who have or have not gotten a job (employment). The type of human resource development is
also planned based on the information received by being analyzed more deeply to suit the priority needs of the institution. Human resource development is a condition that must exist and occur in an institution or organization, from these conditions, it can be concluded that there are two types of human resource development namely; informal development and formal development.

**Human resource development methods**

In his opinion Andrew E. Sikula in Anwar (2016), that Development (training and education) must be based on methods that have been determined in the development program. The development program is determined by the person in charge of development, that is, the personnel manager and / or a development program whose objectives, processes, time and methods of implementation are determined. In order to make the program better, it should be arranged by a personnel manager or a team and get constructive suggestions, ideas and criticisms.

**Some methods for developing human resources include:**

a. **Training method (Training)**

   Development methods must be based on the goals to be achieved: Educational methods (education) Education methods in the narrow sense that is to improve the skills and skills of managers to lead their subordinates effectively. On the Job Training On the job training means asking someone to learn the job by directly doing it.

b. **Objectives On the job training:**

   1. Gain direct experience (for new employees) to recognize the type of knowledge and skills needed.
   2. Observe firsthand what is his responsibility, see what needs to be done, be able to show what is done (right and wrong) and then be able to explain what is done.
   3. Increase abilities and skills clearly, observe, see, and do themselves under the guidance of a supervisor.
   4. Increase the speed of completing a job by repeating the same type of work accompanied by confidence.
   5. Improve yourself starting from the basic level, skilled and finally become proficient.

**Theoretical Framework**

The role of educational institutions is an act of structured behavior, which arises because of the demands of the current era. With the global demands and competition in Science and Technology (Science and Technology) in the current education market, educational institutions that are well known to the public must strive to increase the capacity of teaching staff in accordance with the development of the times. Miftah Thoha (2012), that the role is a set of regular behavior, which is caused by a certain position, or because of an institution that is already known. A person's personality also influences how the role must be carried out. The role arises because someone understands that work is not alone. By looking at the understanding of Miftah Thoha above, the University of Da Paz in carrying out its role as a well-known institution in the State of Timor-Leste, should have developed the development of the potential of its human resources, in response to the demands of science and technology in the era of globalization and competition in the education market both directly or indirectly, will have an impact on tertiary education, in facing various challenges and demands, human resources are the object of determining the performance of tertiary institutions. In realizing the efforts of Universidade da Paz in the future, Human Resource Development is an effort to improve work now and in the future, by providing information and can influence attitudes or add skills to every activity of educators intended to change behavior consisting of knowledge, skills and attitude. In developing the future development of Universidade da Paz's human resources, the training program, and advanced education in the two (S2) and (S3) levels, is a change in behavior and improvement in higher education institutions such as UNPAZ leading to certain activities that can produce a new tool or method, where as long as these activities are continuously carried out then, the goal of a well-known tertiary institution is achieved such as UNPAZ in meeting internal domestic needs to respond to the development of globalization in the world of tertiary education, which is also stated by Soekidjo Notaatmodjo, (2015), Human resource development is all people involved in an organization in striving for the realization of organizational goals the.

**Research paradigm**

The role of tertiary institutions in tertiary education at the Universidade Da Paz (UNPAZ) still experiences various obstacles, therefore, UNPAZ in carrying out its role as a well-known institution in the State of Timor-Leste, it should develop its human resources that are still productive, in response to the needs of science and technology in the times globalization and competition in the education market will have an impact on tertiary education, in facing various challenges and demands, where human resources are the object of determination in the work implications of tertiary institutions, where all programs in the development process can run well, it will reap quality educators and education personnel. This can have a direct or indirect effect on the development of the development of human resources for educators and education personnel carried out at the University of Paz in order to achieve the goals and dynamics of science and technology (science and technology) in the current era of globalization. And for more clearly the conceptual thought flow can be described in this research into a research framework model that can be seen in the following Figure:

![Chart of Thinking Framework for Human Resource Development](image)

**Note :**

In carrying out the information-related role (Informational Role), the interpersonal role above puts the boss in the top position in terms of obtaining information by carrying out the role of the monitor (Monitor), to identify a leader as a recipient or collector of information namely:

a. Internal operations, which look at the progress of work implementation within the organization, along with all...
the phenomenology that has to do with the job application.

b. External events (external events), the role of this type of information is received by leaders from outside the organization both from personal relationships, information from the results of analysis, innovative thoughts, pressures, and as disseminator involving the role of leaders to overcome a the process of transmitting information into the institutions of the organization he leads for objective decision making.

In realizing the efforts of higher education institutions in the future, Human Resource Development is an effort in improving current and future work, by providing information and can influence attitudes or increase skills in every activity of educators with a view to changing behavior through informal development such as;

a. Innovative training programs for employee development in order to provide an overview of the compatibility between work demands and qualifications of ability and professionalism, or where employees who are assigned to hold positions later, are expected to be successful in carrying out their duties,

b. Implementation of training (Training) must be based on methods that have been determined in the development program by higher education institutions such as UNPAZ.

c. The development program is determined by the person in charge of development, namely the personnel manager and or a team. In the development program the objectives, process, time and method of implementation have been determined to be better, so this program should be prepared by a personnel manager and or a team to obtain innovative suggestions and ideas and constructive criticism in the development of productive human resources at a tertiary institution such as Universidade da Paz, Dili, Timor-Leste.

Therefore, the development of human resources by tertiary institutions or universities using the method of development must be based on the targets to be achieved through:

a. Methods of education (education), the method of education in the narrow sense is to improve the expertise and skills of managers to lead their subordinates effectively.

b. Job Training). On the job training means asking someone to learn the job by directly doing it, as well as with an organized process to improve the skills, knowledge, work habits and attitudes of employees.

to answer all of the roles of the university's higher education towards the programmed human resource development program mentioned above with the achievement of HR development goals such as:

a. Get direct experience (for new employees) to recognize the types of knowledge and skills needed.

b. Observe firsthand what is his responsibility, and see what needs to be done, able to show what is done (right and wrong) and then be able to explain what is done.

c. Enhance abilities and skills clearly, observe, see, and do themselves under the guidance of a supervisor.

d. Increase the speed of completing a job by repeating the same type of work accompanied by self-confidence.

e. Improve yourself starting from the basic level, skilled and finally become proficient.

**MATERIALS AND METHODS**

**Research approaches and types**

Writing this researcher uses a qualitative approach where in this study more emphasis on meaning and process rather than the outcome of an activity. Qualitative research is one method to get the truth and classified as scientific research that is built on the basis of theories that develop from research and are controlled on an empirical basis. So in this qualitative research not only presents the data as it is but also seeks to interpret the correlation as an existing and valid factor covering the point of view or the ongoing process. Whereas qualitative research methods are based on research foundations, research paradigms, problem formulation, research stages, research techniques, criteria and data inspection techniques and data analysis and interpretation. This qualitative descriptive study aims to describe what currently applies. In it there are efforts to describe, record, analyze and interpret the conditions that currently occur or exist. Aims to obtain information about the existing situation. That qualitative descriptive research is designed to gather information about current real conditions that are in the interim. In essence descriptive qualitative research is a method of examining the status of a group of people, an object with the aim of making descriptive, systematic or factual descriptions or paintings of the facts or phenomena investigated.

**Data source**

Sources of data used in this study are qualitative data namely; data not in the form of numbers, described in the form of sentences. The qualitative data includes:

1. Data about general description of research sites.
2. Other data that is not in the form of numbers.

Researchers use this data to get direct information about the answers desired at the University of Universidade da Paz consisting of:

1. Director, Human Resources Universidade da Paz
2. Vice Chancellor IV, Universidade da Paz
3. Postgraduate Director, Universidade da Paz
4. Director of Universidade da Paz's internal quality assurance system

The data sources used in this study are divided into two types, namely primary data sources and secondary data sources.

**Primary and secondary data**

The informants in this study include: the Director of Human Resources, Universidade da Paz, Deputy Rector IV, Universidade da Paz, Director of Postgraduate, Universidade da Paz, and Director of IQA, Universidade da Paz. Determination of the informant is done by taking people who have been chosen by the researcher according to the specific characteristics of the sample or choosing a sample that suits the purpose of the study. Secondary Data The data obtained by researchers indirectly from institutions or institutions through
literature, textbooks and research journals that are related to the title of the researcher's writing.

**Data collection procedure**

In this research phase in order to obtain valid and accountable data, the data is obtained through: Observation, Interview, Documentation.

**Data analysis procedure**

The stage of analyzing data is the most important and decisive stage in a study. The data obtained are then analyzed with the aim of simplifying the data into a form that is easier to read and interpret. In addition, data is deployed and utilized so that it can be used to answer the problems raised in research. Researchers try to formulate more general theoretical statements or abstractions based on events according to Denzim cited by Dedy Mulyana, (2007) induction analysis that produces propositions that seek to cover every case analyzed and produce universal interactive propositions. One important characteristic of analysis induction is the pressure on negative cases involving propositions built by researchers. This analysis is based on observations in the field or empirical experience based on data obtained from interviews, observations and documentation and then conclusions are drawn and drawn.

**Components in data analysis techniques**

- **Data collection**
- **Data analysis**
- **Drawing conclusions**
- **Data Reduction**
- **Data Presentation**

Source: Miles and Huberman, in Sugiono, (2013)

**Checking the validity of the findings (Triangulation)** To obtain the level of data validity, the techniques used include:

a. Perseverance in observation,

b. Data triangulation,

- Compare the results of interviews and observations with the data from the interviews
- Compare the results of the interview with the contents of a related document
- Comparing what people say in general with what they say privately what they want to know from this comparison is knowing what the reasons behind these differences (if there are differences) are not common ground or similarities so that they can be understood and can support the validity of the data.

c. Disciplinary colleague.

**Research Stages**

**Pre-field stage:** At the pre-field stage is the stage of field exploration. There are six steps taken by the researcher, namely: Developing a research design, Selecting a research field, Exploring and Assessing the Field, Selecting and Utilizing Informants, Preparing Research Equipment. Field Stage. In this stage, it is divided into three parts, namely: Understanding the background of research and self preparation, Entering the Field, Participating and while collecting data.

**Data analysis stage:** Data analysis is a stage of organizing and sorting data into patterns, categories and basic units of description in order to facilitate the determination of themes and be able to formulate working hypotheses in accordance with the data. At this stage data obtained from various sources are collected, classified and analyzed by comparison constant.

**RESULTS AND DISCUSSION**

Universidade da Paz (UNPAZ) was established on March 9, 2004 by the Neon-Metin Fundasaun (FNM), which was founded by a number of young intellectuals who at that time, served as teaching staff at the Dili Universidade (UNDIL), the Fundasaun Neon Metin Formation, itself was the response to the insistence of about 1,500 students, along with 70 lecturers who because of the disunity within UNDIL, decided to leave the campus, because the split was considered as an intervention from outsiders on campus management led by Prof. Dr. Lucas da Costa, SE.M.Si, as one of the founders and at the same time Chancellor of UNDIL. The joint decision to separate from UNDIL is very brave, but it is very risky because all of the movable and immovable assets belonging to UNDIL are controlled by those who claim to be the owner of UNDIL’s mushroom. Without a campus and without the minimum infrastructure needed to ensure the continuation of academic and administrative activities, UNPAZ has almost lost its enthusiasm for living a new existence, if only the Protestant Hosana church in Bebora, Dili, did not lend invaluable support by allowing the use of the church complex as a temporary campus. Even though it was born from a crisis, UNPAZ is one of the few high education institutions that still survive the crisis. The crisis that gave birth to UNPAZ and contained by various sentiments both within the body of UNPAZ’s predecessor itself, UNDIL, as well as in the environment of several rulers who at that time, supported and raised themselves with various allergies to criticism from the academics as well as an alliance against ordinary people had placed UNPAZ is in a very unstable condition and very difficult situation during the birth and maintenance of UNPAZ. Still not pulled from the clutter that comes and accompanies the crisis that gave birth to it, the wave of the new crisis is a political-military crisis that has engulfed the whole country and enveloped UNPAZ and devastated the results of the little effort that has been taken to build adequate systems, procedures and rules and suitable for a high educational institution. Because they occur continuously, these crises have left UNPAZ almost helpless because they have not tended to improve themselves from the previous crisis, and have had to grapple with the next crisis. Difficulties, obstacles and challenges that threaten the existence of UNPAZ are innumerable and are imagined to range from financial sluggishness, lack of qualified personnel to the absence of adequate infrastructure. However, by sticking
to the vision of national development and remaining consistent with the mission that has been formulated for itself, UNPAZ is always trying to not losing direction and not lacking enthusiasm so that at the moment, UNPAZ may boast of itself as one of the few social organizations that still accompany the dynamics of Nation and State development.

The main capital of UNPAZ is the fighting spirit and devotion of all teaching and administrative staff who have never saved willingness and sacrifice to pursue the acquisition of institutional strength, social legitimacy and articulation of construction with similar institutions from various countries through:

1. A more consistent teaching-learning process,
2. Research that is increasingly relevant and
3. Community service is becoming more consistent.

However, it cannot be denied that during the first three years of its existence, UNPAZ has not been able to carry out its mission optimally and optimally due to various deficiencies and difficulties that have hampered the pace and hindered the direction as stated above.

Demographic data

Students at the University of Paz, according to the results of the study, stated that students who are active at the University of Paz are currently numbering (9,710) people, consisting of six faculties, to be more clearly seen in the following table:

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<th>Female</th>
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<td>2,478</td>
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<td>2</td>
<td>Law</td>
<td>893</td>
<td>361</td>
<td>1,254</td>
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<td>Social Science</td>
<td>565</td>
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<td>5</td>
<td>Engineering</td>
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<td>Agriculture</td>
<td>262</td>
<td>117</td>
<td>379</td>
</tr>
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<td>Total</td>
<td>5,428</td>
<td>4,282</td>
<td>9,710</td>
</tr>
</tbody>
</table>

Source: Secondary Data Universidade da Paz 2018

From the table above shows that the number of students in the Faculty of Economics, for example there are (2,478) students, namely (816) men and (1,662) women. Faculty of Law, numbering (1,254) students, namely (893) men and (361) women. The Faculty of Social Sciences and Humanities numbered nine hundred and ten (970) students, namely (565) men and (405) women. Faculty of Public Sahde, totaling nine hundred and twenty (2,136) students, i.e. (650) men and (1,486) women. Faculty of Engineering, totaling nine hundred and twenty (2,493) students, namely (2,242) men and (251) women.

The Faculty of Agriculture, totaling nine hundred and thirty (379) students, namely (262) men and (117) women. Which is divided into two categories, namely students at the Universidade da Paz, from 2017 to 2018, at present, it can be concluded that there are more men than women. Composition of Universidade da Paz teaching staff (lecturers) based on education level; To find out the number of workers in the Universidade da Paz, based on the classification of education level. more clearly can be seen in the following table:

Lecturer Education Level Classification

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<td>17</td>
</tr>
<tr>
<td>2</td>
<td>Master, S2</td>
<td>125</td>
</tr>
<tr>
<td>3</td>
<td>Bachelor, S1</td>
<td>31</td>
</tr>
<tr>
<td>4</td>
<td>Post Graduate</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>174</strong></td>
</tr>
</tbody>
</table>

Source: Data: Universidade da Paz, 2018

Based on the above table shows that, the educational status of Universidade da Paz staff, at the Doctoral level, (S3) with as many as seventeen (17) people, Masters level, S2 as much as one hundred twenty-five (125) people, Post Graduate one (1) person and Thirty-one S1 (31) people. As seen from the table above, it can be concluded that the level of education of the Universidade da Paz Staff, currently the level of Masters (S2) and Bachelor (S1), is still more than S3, so in the future the improvement of human resources, in terms of development needs to be improved.

Classification staff administration of six Faculty at the Universidade da Paz

<table>
<thead>
<tr>
<th>No</th>
<th>Faculty</th>
<th>Level Education</th>
<th>Gender</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Economy</td>
<td>S1</td>
<td>S2</td>
<td>S3</td>
</tr>
<tr>
<td>2</td>
<td>Law</td>
<td>3</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Social Science</td>
<td>4</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Public Health</td>
<td>5</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Engineering</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Agriculture</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td><strong>Total</strong></td>
<td>22</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Data from Universidade da Paz 2018.

The six (6) Faculties Support Unit Classification

<table>
<thead>
<tr>
<th>No</th>
<th>Unit</th>
<th>Education level</th>
<th>Gender</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Biro Administration Student</td>
<td>S1</td>
<td>S2</td>
<td>S3</td>
</tr>
<tr>
<td>2</td>
<td>Finance</td>
<td>9</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Library</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Education and Teaching</td>
<td>3</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Research and Development</td>
<td>2</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Technology Information</td>
<td>4</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Internal Quality Assurance</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Human Resource</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>9</td>
<td>Printing</td>
<td>8</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>Post Graduate</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>50</td>
<td>14</td>
<td>36</td>
</tr>
</tbody>
</table>

Source Data : Universidade da Paz.

Exposure and Analysis of Research Results

The role of the University of Universidade da Paz in developing human resources

According to Mr. Flinton Tai Boe, Lic.Eco., MM, the role Data exposure namely; a collection of information arranged that gives the possibility of drawing conclusions and taking action by looking at the presentation of data, the writer will understand what is happening and what has to be done and analyze and take action. This part of the research will present findings during the course of the study. With these findings will be elaborated on "The role of universities in the development of Human Resources in Teaching Staff and Staff at Universidade da Paz". Then the research was obtained through interviews, documentation studies and observations, such as the results of research conducted by researchers of the respondents as follows:

<table>
<thead>
<tr>
<th>No</th>
<th>Unit</th>
<th>Education level</th>
<th>Gender</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Biro Administration Student</td>
<td>S1</td>
<td>S2</td>
<td>S3</td>
</tr>
<tr>
<td>2</td>
<td>Finance</td>
<td>9</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Library</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Education and Teaching</td>
<td>3</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Research and Development</td>
<td>2</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Technology Information</td>
<td>4</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Internal Quality Assurance</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Human Resource</td>
<td>3</td>
<td>2</td>
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<td>10</td>
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<td>3</td>
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<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>50</td>
<td>14</td>
<td>36</td>
</tr>
</tbody>
</table>
Of higher education as a provider of higher education has a very large role in the framework of national development that is to educate the sons and daughters of the nation in order to master science and technology and prepare moral future leaders high and democratic culture. In entering the era of development that puts pressure on human resource development, universities are starting to be challenged to be able to produce human resources who have the expertise, skills and professions that are in accordance with development needs in addition to being in accordance with the characteristics and each student's personal aspirations. It will only be answered by increasing the ability of teaching staff and learning institutions. Besides that, educators—including teaching staff are also expected to play a role in creating mental conditions and attitudes of the general public to accept and act positively in the process of social change and even social discovery.

(Human Resource Development, in the Teaching Staff and Staff at Universidade da Paz)

According to Mr. Flinton Tai Boe, Lic.Eco., MM, as the Directorate of Human Resources, Universidade da Paz, that; Human resource development in universities (PT) Universidade da Paz, is a major component for the success of educational programs in higher education, in order to realize its vision and mission. Furthermore, it was further explained that universities have a complete or clear human resource management system, in accordance with the needs of planning and development. Considering its central role in higher education, human resources must be managed and qualifications are always developed both from the academic aspect which is a demand for professionals, as well as in terms of personality quality that is needed in service to students as parties served based on the vision, mission of the Universidade da Paz. Similar to that, according to Mr. Jose Cornelio Guteres, MA, Ph.D. as the Postgraduate Director that; Human Resources must be managed and always improved their qualifications both from the academic aspect which is a professional quality, and in terms of personality quality that is needed in service to students as parties served in several study programs such as such as: Public Administration, Legal Studies, International Relations, Public Health, Banking, Agriculture, Accounting, Peace Studies. From some of these programs there is still a lack of teaching staff (lecturers) to educate S2 and S3 students who are in the University of da Paz. Therefore Universidade da Paz, refers to other universities such as; Australia the University of New South Wales, Malaysia, Malaysia University of Science, Seday Indonesia, Udayana Kupang, Udayana Bali, Wide Mandala Catholic University of Surabaya, Perbanas Institute of Surabaya; these collaborations are more oriented to the field of human resource development for master and doctoral degrees, both in advanced studies and bringing in lecturers from outside to form teaching in the Universidade da Paz graduate program.

(Human Resource Development Goals; the teaching staff and staff at the University of Paz da; In connection with the aim of developing Human Resources, Mr. Flinton Tai Boe, Lic.Ec., MM, stated that; the purpose of human resource development in tertiary institutions is to manage human resources at the university, faculty and study program levels by implementing a quality cycle in the form of planning, implementation, and monitoring-evaluation flow. Thus the use of existing quality manuals, are expected to be able to: - Encourage the fulfillment of Universidade da Paz Human Resource needs both in quantity and quality proportional to the real needs to guarantee the quality of education. - Encourage and be developed to increase quality human resources activities both academically and personally. - Promote the implementation of HR code of ethics, as professional teaching staff and staff.

(Furthermore, the program is structured to realize within 2 years, starting from the year by prioritizing improving the quality of human resources based on 3 (three) pillars of national education, namely: (a) Expansion of access to education; (b) Improving quality and relevance; and (c) Strengthening governance, accountability and public imaging.)

(Human Resource Development Planning System; on the Teaching Staff and Staff at Universidade da Paz, According to Mr. Flinton Tai Boe, stated that the Planning System for developing human resources carried out at Universidade da Paz, is as stated in the Human Resources Bureau guidelines as follows:

Short term planning (2017-2018)

a. Improving the quality of human resources in all work units through continuing education and training.

b. Provision of adequate infrastructure for teaching, research and community service processes

c. Provision of teaching and learning facilities that are adequate for the process of learning, training, and community service.

Medium-term goals (2017-2022)

a. Improve the quality of teaching at least a master (S2)

b. Get accreditation for all majors with a minimum Grade B (meeting existing standards)

c. Strengthen the procurement and utilization of all available facilities to support the teaching and learning process)
d. Establish collaborative and productive communication with all stakeholders: Alumni, Government, NGOs and Professional Associations

e. Improve and utilize effective quality assurance systems to support teaching and learning, research, and community service.

f. Build to ensure the recruitment of new students.

**Long-term planning (2022 ...)**

Making UNPAZ as a Research University, in collaboration with various parties (Government, NGOs, and Higher Education Institutions and other Research Institutions) Fully functioning the Institute of Technology in Liquica and starting to build the University Institute of Social Sciences in Ermera. Improving the quality of teaching education for maximum doctoral degrees (S3), to fill the Department Accreditation criteria. For cooperation with competent parties to get "Lecturer Certification" for all teaching staff.

(Reference document guidelines for the Universidade da Paz Human Resources Bureau 2018). Interview Results Wednesday, 10/16/2018; Time, 11: 25-12: 15, WTL

Furthermore the Universidade da Paz Postgraduate Quality Development System; According to Drs. Jose Cornelio Guterres, MA, Ph.D. that; The quality development system consists of three parts:

1. Implement a quality student admission system that prioritizes academic achievement, equality of access, and takes into account competence, transparency, and accountability;
2. Development and implementation of competency-based curriculum relevant to stakeholder needs; and
3. Implementation and development of a conducive learning process and encourage the realization of moral and ethical academic interactions.

The target of activities related to improving the quality of research requires an interdisciplinary and collaborative research culture that grows and develops as a basis for implementing education and community service so that science and technology develop and advance. Improving the quality of this research, both the implementation and the results can be realized through: Research planning that is beneficial for the development of science, technology and beneficial for the needs of the community, the implementation of which can be done in a manner individuals, groups, or institutions.

Interview Results Wednesday, 10/23/2018; Time, 9: 30-10: 15, WTL

After planning HR development, the organization then determines the capabilities needed. In this stage the organization identifies the ability for each position, both implementation, functional and managerial ".

Swot Analysis of Education Teachers and Education, High Universidade da Paz; According to Mr. Flinton Tai Boe, Lic.Eco., MM, as the Director of Human Resources, Universidade da Paz, stated the challenges of education and education personnel in University as follows: SWOT Analysis

S: Internal Strength
a. Human resources (HR):
1. Lecturers with Masters and S3 degrees
2. Studies go to S2 and S3 levels
3. Administrative staff holding S1 and S2 degrees
4. General energy S1 degree

Professional lecturers holding Masters, Doctoral Degrees and Professors

W: Internal Weakness:
1. There are still lecturers with a Bachelor's degree
2. The S2 and S3 Lecturers are not linear
3. Lack of Supervision of Administrative Staff, and General Staff
4. Lack of supervision of contract lecturers (not renewing the contract period)
5. There are still lecturers who have Double Job.

O: External Opportunity
1. Offer Advanced Study Programs Outside (MoU)
2. Comparative Study Program with outside parties
3. Tri Darma College Program.

Universidade da Paz's External Cooperation Policy with other Universities in the development of Human Resources; According to Ms. Rini Retnowati, S.TP, MAP., M.Agr as the fourth Vice Chancellor (WRIV), Universidade da Paz, stated that; In general, the collaboration carried out by Universidade da Paz, with other universities; such as Indonesia, Australia, the Philippines, Malaysia and others, have a mutually beneficial nature and have the same legal position and power and are regulated in a Memorandum of Understanding or MoU, and after that the activities cover the planned objectives together then continuing the MoA. (UNPAZ Lecturer Exchange, guidance and test at WIDIA MANDALA / PERBANAS). The collaboration activities are carried out according to the work of expertise or fields in the University that have been regulated by the Act and Rector's Decree. All forms of collaborative activities at the University are carried out through the Chancellor and then be disseminated to the Vice Chancellor IV. The Vice Chancellor IV then distributes according to his field to the implementing Unit or individuals who initiate cooperation, including: Deputy Rector I, Vice Rector II, Deputy Rector III, Deans, Chairpersons of Institutions, Bureaus, UPT etc. The Implementing Unit makes a Letter of Assignment for the implementation of activities. The preparation phase of the work package of the activity before the collaboration, the parties that will carry out the collaboration need to jointly conduct a verification (database), as a material for consideration to determine the type of activity or the area of work for the collaborative work in the direction of the goal. The stages of development carried out in the field of External collaboration; Signing of Cooperation Agreement, Stages of Cooperation (Interview Results Wednesday, 10/19/2018; Time, 9: 15-10: 45, WTL)

Policies in developing internal quality at the Universidade da Paz; According to Mr. Joaquin Xavier, as Director of the Universidade da Paz Internal Quality Assurance System, stated that; Internal Management Policy (Internal Qualiti Assurance) Universidade da Paz, aimed at some legal basis as follows:
Quality assurance system in the development of Human Resources Sumbe at Universidade da Paz; According to Ms. Rini Retnowati, S.TP,MAP as the fourth Vice Chancellor (WRIV), as Director of the Universidade da Paz Internal Quality Assurance System, stated that; The quality assurance system at Universidade da Paz, the unit responsible for coordinating the implementation of the academic quality assurance system is the Internal Quality Assurance Unit (Internal Quality Assurance Unit) which is assisted by the quality assurance unit of the Faculties and Departments of each, the Faculties and Departments within the Universidade and Paz In relation to the management function of the documentation system, the Internal Quality Assurance Center (IQA) has the responsibility to assist the University and the University's implementing elements in managing documents, such as quality policies, academic regulations, quality standards, and internal quality assurance manuals. The quality assurance documentation system refers to the university academic manuals and the external quality assurance system issued by the national evaluation and accreditation body (ANAAA), which is used in order to evaluate the accreditation of institutions and departments. In the documentation system consists of two types of documents, namely master documents and quality documents. Parent documents (vision and mission, statutes, organization and work procedures, strategic plans, rector's work program, education guidelines, quality standards). Quality documents (quality manuals, procedure manuals (SOP), work instructions, supporting documents, forms, and audit documents).

(Interview Results Tuesday 10/16/2018, Hours, 16: 15-17:00, WTL)

The role of the Universidade da Paz Cooperation with Other Universities in developing human resources; According to Mr. Joaquin Xavier, as Director of the Universidade da Paz Internal Quality Assurance System, the role of cooperation in Universidade da Paz, is an institution engaged in education, has the vision, mission, functions and objectives as described in the Statute book and Strategic Plan (Renstra) UNPAZ in 2004, based on the end of quality development planning. In connection with that Universidade da Paz has the following tasks:

1. Organizing academic and / or professional education programs in a number of scientific, technological, artistic and cultural disciplines;
2. Developing education, teacher training, and educating academics and professionals in the field of education.

Therefore, Universidade da Paz is an inseparable part of the components and social life of society. As the executor of Tri Dharma Perguruan Tinggi, the institution has a strategic role in realizing public welfare and educating the nation's life, especially in the field of education and non-education in the broadest sense. Realizing the various interests in realizing its vision, mission, and programs, the institution always develops cooperation with various stakeholders both at national and international levels to increase the effectiveness, efficiency, productivity, creativity, innovation, and relevance of the implementation of Higher Education Tridharma for quality improvement in the field of education. In order that collaborative efforts can be carried out systematically and institutionalized properly, a Cooperation Guidelines are needed that can be used as a guide by all parties.

1. Thus monitoring and evaluation as well as information management and documentation of cooperative activities can be carried out transparently, accountable, responsibly in accordance with the vision and mission.
2. The vision is a correspondent with the aspirations and expectations of the legitimacy of the people of Timor-Leste as a society that must emerge from foreign domination for 450 years. Meanwhile, the mission is to create human resources who can master technology and respond to the social and cultural dynamics of the people of Timor-Leste., through teaching, research, and community service called (Tri Dharma College) namely;

a. Teaching is a learning process that takes place in the Universidade da Paz environment which can be controlled by an Academic council led by a Deputy Rector (WR, I) and consists of all Assistant Dean of Academic Affairs to ensure the beauty of a reasonable academic cycle and the implementation of a national curriculum that has set.
b. Research by getting two categories, namely: inter-faculty research is controlled by the Centro de Estudo Estratégicos e Paz (the center of strategic and peace studies) under the auspices of the Universidade da Paz inter-faculty which is controlled by the research institutes of each faculty.
c. Community service can be categorized into three namely: real work lectures (KKN) controlled by Universidade da Paz and includes free college students from all faculties, field student research (PBL) can be controlled by advice (Group) by faculty and includes all students from each faculty. Magan is controlled by the department and includes all students from each department.

(Interview Results Wednesday, 10/19/2018; Time, 9: 15-10: 45, WTL)

The role of the Universidade da Paz University in developing human resources at the Universidade da Paz; According to Mr. Joaquin Xavier, as Director of the Universidade da Paz Internal Quality Assurance System, the role of development refers to activities aimed at increasing competence over a longer period of time that exceeds current positions, in order to anticipate the future needs of organizations that continue to grow and change. Is the process of preparing individuals in organizations to prepare different or higher responsibilities, usually related to increasing intellectual ability to perform work better. It consists of planning, education, training and management (management).Steps for Implementing Training or Development:
1. Analyze organizational training needs, which are often called need assessments.
2. Determine training program objectives and materials.
3. Determine the training methods and learning principles used.
4. Evaluate the program.

The model used in developing the quality of human resources at Universidade da Paz; The basic model of Universidade da Paz's quality assurance system can be formulated in a cycle model and a component of the Plan-Do-Check-Action (PDCA) sustainable activities. In the application (PDCA) at Universidade da Paz, the quality assurance system includes the process of standard setting, implementation of activities, monitoring and evaluation as well as internal quality audits, formulation of corrections and recommendations as well as for setting the standards of the following year. In general, the steps to run a quality assurance system are as follows:

1. Establish a quality assurance organization,
2. Arranging systems (policies, document systems (quality standards, quality manuals, and procedure manuals)
3. Run the system (socialization and become a reference work,
4. Conduct quality internal audits and Follow up.

Internal Quality Assurance Mechanisms in developing Human Resources:

Quality assurance mechanisms at the university level are implemented within the framework of Plan-Do Evaluate / Check-Improve / Action (PDCA). At the planning stage, the mechanism is as follows;

1. Program and budget planning is bottom up by prioritizing the principles of effectiveness, efficiency, and accountability.
2. Academic policies are prepared and approved by the Academic Senate as a reference for developing academic quality.
3. University leaders under the Chancellor's coordination then formulate Academic Regulations and Academic Quality Standards as a representation of efforts to fulfill the university's vision with reference to academic policy.
4. The Quality Assurance Center prepares Academic Quality Guidelines that show the relationship between academic quality policies, academic quality standards, or quality objectives, the objectives of the institution in the academic field, as well as the various procedures and organizations required. The quality guidelines function to coordinate, control and direct various activities in order to achieve academic quality standards and quality objectives.
5. Institutions related to, compiling and developing the Procedure Guidelines, namely written documents that explain the various stages that must be passed in one particular activity. Institutions at the university level can also develop various work instructions and other supporting documents according to the needs at the university level.
6. At the implementation stage, the mechanism that runs is related to academic quality assurance, every element of the institution and the executor of the University runs a work program in accordance with the Work Plan and Annual Budget (RKAT).

7. At the evaluation stage, each of the above elements is required to carry out an internal monitoring and evaluation function in the context of controlling the quality of work programs. In the improvement phase, each element is required to prepare a follow-up plan in response to the results of monitoring and evaluation. The results of monitoring and evaluation as well as follow-up plans must be reported regularly to the Chancellor.

Human resource development program for educators (lecturers) at the University of Paz; Every personnel involved in the Universidade da Paz Quality Assurance Center is very influential on the quality of service products. Within the organization of the Universidade da Paz Quality Assurance Center, each personnel has competencies based on education, training and experience. The Chair of the Universidade da Paz Quality Assurance Center will always ensure that the competencies and experience required are in line with effective organizational performance standards. To meet the demands on the responsibilities as specified in the QMS, the Universidade da Paz Quality Assurance Center:

a. Placing personnel in accordance with their competence in the relevant fields so that the quality of service products is guaranteed.
b. Conduct training for new members and assistance for beginners.
c. Evaluate the effectiveness of the process, performance and actions taken.
d. Ensuring the involvement and concern of each personnel with their contribution to the achievement of quality objectives.
e. Maintenance records in accordance with training and work experience.

The aim of the Educational Cooperation of the University of Universidade da Paz with other universities; According to Mrs. Rini Retnowati, S.TP., MAP., M.Agr, as Vice Chancellor IV, Universidade da Paz stated that, the objective of the cooperation is to improve and develop performance in the context of maintaining, fostering, empowering and developing science and technology, through various the activities. These activities can include:

a. Shared Utilization of Available Resources Cooperation, 
   with various relevant partners, is intended to utilize mutual resources owned by both parties. Thus the cooperation carried out will benefit both parties.
b. Increased Responsibility for the Dynamics of Science and Society Development. Collaboration with partners is intended to provide current information, predictions for the future, and even real input on the dynamics of changes in science and technology needs of the community so that the program can be adjusted to the dynamics of the development.
c. Development and Placement of Graduates Cooperation 
   with partners is intended to develop and place graduates 
   according to the needs of the workforce.
d. Exchanges part of the Experience of Cooperation with partners is intended to exchange experiences in various ways, such as education, curriculum development and teaching materials, organizing.
The purpose of the role of the University of Universidade da Paz in the development of HR;

According to Mr. Joaúino Xavier, as Director of the Universidade da Paz Internal Quality Assurance System, stated that; The aim is to guarantee internal quality and to provide direction for the management and personnel of the Universidade da Paz quality assurance center, Timor-Leste, to implement an effective system in order to make continuous improvements to performance to ensure customer satisfaction and those who are interested in providing support preparation for the development of the overall quality management system. Maintain according to the application of a quality management system that meets the requirements of national standards.

(Interview Results Tuesday 10/16/2018, Hours, 16: 15-17: 00, WTL)

Facilities and infrastructure used in the development of human resources in Universidade da Paz; According to Mr. Joaúino Xavier, stated that; Facilities and Infrastructure Universidade da Paz, provides and maintains some of the infrastructure needed to facilitate the organization in achieving a quality management system. Infrastructure includes facilities and infrastructure, the use of which is sought to improve the effectiveness of organizational performance. Meanwhile, the facilities provided include communication equipment (radio, internet), computers, scanners, printers, fax printers, electric typewriters, blackboards, cameras, voice messages, software, desks, chairs and document cabinets. The required infrastructure includes the main office space, meeting room and training room. All personnel of the Universidade da Paz Quality Assurance Center are responsible for creating a comfortable, dynamic and productive work atmosphere. In determining infrastructure and work environment the following considerations are used;

a) Evaluate the resources needed to sustain performance.
   b) The suitability of the facilities and infrastructure with the functions, performance, targets, procurement and maintenance capabilities, operational financing, security and renewal.

Data Analysis and Interpretation

Analysis and interpretation of data after discussing and submitting data obtained by researchers regarding "The Role of Higher Education in the Development of Human Resources in Teachers and Staff at Universidade da Paz", (UNPAZ) ", the authors can analyze the data using qualitative methods descriptive by giving an overview of the phenomena presented in interpreting through relevant theories. The University of Universidade da Paz, in developing human resources for teaching staff and staff, including there are still workers and staff, who have Strata One (S1) and Strata Two which are not linear. For the development of professional capabilities, has carried out an analysis or diagnosis of needs, focusing on the elaboration of policies and programs from ministries as well as needs that stem from developments. The demands and needs of the community of tertiary users, because they are united with the overall development needs of the education program, the elaboration of the need for developing professional abilities of the teaching staff and staff is concerned with the number and qualifications in general. The activities of teaching staff and staff in research and community service are directed at examining the conditions of development and there are still problems and helping to improve the social welfare of the community. Therefore, a university that can survive and can plan the development of collaboration of all Internal, External, or other Institutions, this happens because the needs and human resources within the institution cannot be fulfilled, even though the institution has human and scientific resources with modern or sophisticated system, but all institutions must feel the need to establish relationships with each other, such as UNPAZ. So as a non-Government institution or private university, which was accredited in 2009, now UNPAZ has established relationships with other institutions in order to increase human resources in the country of Timor-Leste. Through this, it is necessary to utilize the development of human resources, especially for UNPAZ teaching staff and staff, in order to continue developing the Postgraduate, Medical (S3) and Professor programs at the Universidade da Paz. UNPAZ collaboration with other universities to develop Postgraduate and Medical programs, based on UNPAZ Chancellor Decree No. 181. In accordance with Article 59, RDTL Constitution 2002 concerning education and culture. In Government Resolution No. 03/2007, dated 21/03 says the politics of national education. Look at the Minister of Education and Culture Decree No: 33 / GM-ME / IX / 2009 regarding the determination of accreditation for UNPAZ, as well as based on the UNPAZ academic basic budget in article 4 paragraph 1 and 2 article 5 paragraph 3.Furthermore According to Harsono, (2008). The role of universities, is the final foundation for all types

Conclusion

In accordance with the objectives outlined in the research questions in the previous chapter, it can be concluded that some of the main findings from the research are that the tertiary institution has a plan or design of the professional capacity development of the teaching staff and staff, but it is still general in nature and united with the plan or design of the development activities- other activities. The plan was prepared referring to the results of a diagnosis that is general in nature, for the development of all institutional activities. The plan is stated in the Strategic Plan and elaborated in the Operational Plan of each Faculty or Department, Study Program and other Parts or Units. The professional development of the teaching staff and staff takes place, even if it only refers to general planning, or to plans that are arranged for a moment in accordance with the opportunities available. In line with the findings at the diagnosis or needs analysis stage, development planning is generally unified with other activities development plans, it is motivated by the policy development capabilities of teaching staff and staff, from the ministry of shelter that has not demanded it. There are majors or study programs that have plans for developing the ability of faculty and staff that are more specific in certain competencies or related to certain, but it is left to each department or program of study, Implementation of the professional capacity development of teaching staff and staff at the University of Universidade da Paz, some are based on plans from institutions, faculties, departments or study programs, and there are also those who issue their own funds. Although there are limited funds provided by ministries and / or tertiary institutions, the number of teaching staff and staff carrying out sedan professional capacity development activities is ongoing. It happened at the college studied. In the number of teaching staff and staff, who carry out educational development activities continue to run,
not only because of the availability of greater funds, but also because of opportunities for improvement (career structural positions and / or professors’ functional positions). That has become one of the conditions for the lack of motivation of lecturers to improve their professional abilities. Furthermore, the Universidade, teaching staff and staff, who followed the further study into the S3 program the percentage is still lacking, among others, it is motivated by the number of teaching staff and staff, which is rather limited, especially S2 and S3 linear, in the future will apply the provisions of the S2 program followed must be linear with his S1 and even now the government through the Ministry of Education asserted that a teaching staff must have different levels of education than students. Until now it has not been able to be implemented because the S2 and S3 programs, are still limited in number and in the future must be synchronized in accordance with the demand of tertiary education.

Suggestion

The role of tertiary institutions in developing human resources at the faculty and staff at Universidade da Paz, should be continuously improved, so that the development of human resources, especially educators and educational staff at Universidade da Paz, can increase in accordance with the times and have resources competent and professional human beings. Based on the conclusions above, the suggestions that the authors can convey are as follows;

1. For teaching staff, educators at Universidade da Paz should be able to maintain and improve their planning competencies.
2. For educational staff, educational staff in Universidade da Paz should be able to maintain and improve their competencies.
3. For the head of human resources at Universidade da Paz as a manager should be able to maintain and improve the performance of human resources educators and educational staff owned. In order to develop professional teaching staff and staff in accordance with statutory provisions (Ministry policy) and the demands of community development, and stakeholder are required policies from leaders of higher education institutions regarding the professional development of teaching staff and staff.
4. Effectiveness of administrative services with existing indicators to be able to improve services effectively and efficiently.

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