

ABSTRAK

Penelitian ini mengkaji tantangan manajemen sumber daya manusia (SDM) Teknologi Informasi (TI) di Unit Penunjang Akademik Teknologi Informasi dan Komunikasi (UPA TIK) Universitas Trunodjoyo Madura yang menghadapi ketimpangan antara keterbatasan jumlah SDM dan tingginya beban layanan bagi belasan ribu pengguna. Pendekatan tata kelola TI yang dominan berfokus pada kerangka teknis formal seperti COBIT dinilai belum sepenuhnya mampu menangkap realitas manajerial lokal, khususnya terkait hambatan rekrutmen yang bersifat struktural dan risiko kelelahan kerja. Penelitian ini bertujuan untuk mengidentifikasi dan menjelaskan secara mendalam tantangan manajemen SDM TI serta strategi adaptif yang diterapkan UPA TIK dalam menjaga stabilitas layanan TI di tengah keterbatasan sumber daya. Penelitian menggunakan metode kualitatif dengan pendekatan *Straussian Grounded Theory* yang dianalisis menggunakan perangkat lunak NVivo. Hasil penelitian mengidentifikasi “keterbatasan dan pemanfaatan SDM” sebagai fenomena inti yang dipengaruhi oleh hambatan rekrutmen struktural di tingkat institusi. Sebagai respons, UPA TIK menerapkan strategi adaptif berupa rekrutmen selektif, pengembangan kompetensi SDM, kerja sama dengan pihak ketiga, serta penguatan manajemen organisasi dan evaluasi kinerja. Strategi tersebut berkontribusi pada terjaganya stabilitas layanan TI melalui penentuan prioritas dan koordinasi kerja yang intensif. Model konseptual yang dihasilkan menjadi landasan bagi penyusunan kebijakan pengelolaan SDM TI yang lebih strategis di perguruan tinggi, dengan rekomendasi penguatan perencanaan kebutuhan SDM berbasis beban kerja, peningkatan koordinasi dan advokasi kebijakan rekrutmen, serta pengembangan kompetensi SDM TI berbasis multi-role lintas fungsi.

Kata kunci: Tata kelola TI, Manajemen SDM TI, *Straussian Grounded Theory*, Strategi Adaptif, *High Response Time*.

ABSTRACT

This study examines the challenges of Information Technology (IT) human resource (HR) management at the Academic Support Unit for Information and Communication Technology (UPA TIK), Universitas Trunodjoyo Madura, which faces a significant imbalance between a limited number of personnel and the high service demands of tens of thousands of users. Predominant IT governance approaches that emphasize formal technical frameworks such as COBIT often fail to adequately capture local managerial realities, particularly structural barriers to recruitment and the risk of employee burnout. This study aims to identify and provide an in-depth explanation of IT HR management challenges as well as the adaptive strategies implemented by UPA TIK to maintain IT service stability amid resource constraints. A qualitative method employing a Straussian Grounded Theory approach was used, with data analysis conducted using NVivo software. The findings identify “HR limitations and utilization” as the core phenomenon, significantly influenced by structural recruitment constraints at the institutional level. In response, UPA TIK has adopted adaptive strategies including selective recruitment, competency development, collaboration with third parties, and the strengthening of organizational management and performance evaluation. These strategies contribute to maintaining IT service stability through prioritized service delivery and intensive coordination. The resulting conceptual model serves as a foundation for developing more strategic IT HR management policies in higher education institutions, with recommendations focusing on strengthening workload-based IT HR planning, enhancing strategic coordination and recruitment policy advocacy, and developing multi-role, cross-functional IT competencies.

Keywords: IT Governance, IT HR Management, Straussian Grounded Theory, Adaptive Strategy, High Response Time.