

Implementation of Human Resource Management in Improving Employee Performance at the Regional Drinking Water Company of Tangerang Regency

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Abstract

The purpose of this study is to examine the implementation of human resource management in improving performance at the Regional Drinking Water Company (PDAM) of Tangerang Regency. The study employs a qualitative research method to describe the practices conducted within the PDAM. Data collection techniques include interviews with selected informants, such as the Head of PDAM Tangerang Regency, the Secretary of PDAM Tangerang Regency, and PDAM staff. Data analysis focuses on planning, recruitment, job placement, training, performance evaluation, and compensation. The results reveal that human resource management at PDAM Tangerang Regency, covering planning, selection and recruitment, placement, training, performance evaluation, and compensation or rewards, has been effectively implemented.

Keywords: Management, Human Resources, Employee Performance

1. Introduction

Human resources play a pivotal role in supporting a nation's economic growth. A country with high-quality human resources will likely achieve success. Similarly, in an organizational context, skilled employees provide a competitive advantage. Developing excellent human resources requires competent management and internal dedication. Effective management must align with the company or organization's status and conditions. Ineffective management is often deemed a failure in fulfilling organizational goals.

Employees are encouraged to exhibit professionalism in their work by optimizing their skills, time, energy, knowledge, and resources in their respective fields, ultimately enhancing their performance. According to Siagian (2009:163), professionalism refers to reliability and expertise in task execution, characterized by high-quality results, timely completion, precision, and comprehensible procedures. Professional employees must also demonstrate a strong commitment to their organization. Such commitment entails striving to advance the company and achieve shared objectives amid global competition.

Robbins (2002:140) defines organizational commitment as a state in which employees identify with and support organizational goals, maintaining membership in the organization. A high level of commitment positively impacts a company's performance. Employees at the Regional Drinking Water Company are committed to their organization, evident in their provision of quality services, maximum effort in their work, and dedication to remaining part of the organization.

Management plays a crucial role in all facets of life, serving as an effective tool for determining individual and collective performance. Scholars agree that management involves collaborative efforts to achieve organizational goals. Khusnul Khatimah (2021) asserts that management encompasses steps required to achieve objectives within an organization.

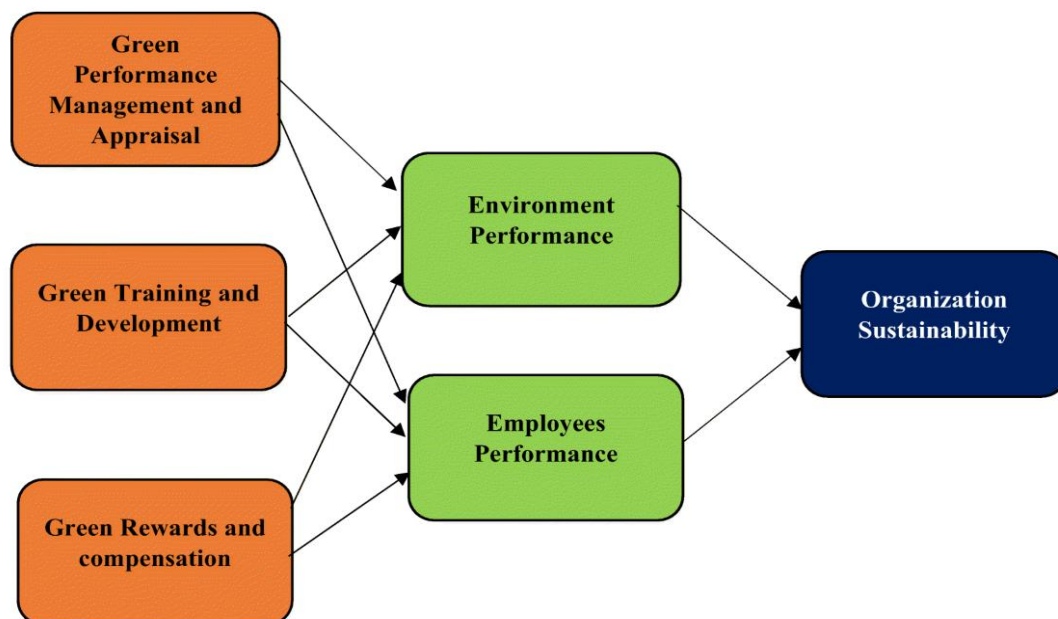
The Tangerang Regency government established the Regional Drinking Water Company to increase regional income, support broader development, and contribute to national economic growth. The company aims to enhance public welfare and meet employment needs, ultimately fostering a fair and prosperous society. PDAM provides clean water to the community, processing it into drinking water to improve quality of life and address health issues caused by a lack of clean water. Given its direct engagement with the community, PDAM requires human resources with excellent performance.

2. Theoretical Framework

2.1. Definition of Human Resource Management

Human Resource Management (HRM) is the science or method of managing the relationships and roles of individuals to achieve organizational goals effectively. According to Marwansyah, HRM involves utilizing human resources within an organization through functions such as human resource planning, recruitment and selection, development, career planning, compensation and welfare, occupational safety and health, and industrial relations.

Flippo (2017) defines HRM, or personnel management, as the process of planning, organizing, directing, and terminating employment relationships, as well as developing compensation, integration, and maintenance to achieve individual, organizational, and societal goals.



Picture 1. Human Resources Employee Performance
(Source: Researchgate)

2.2. Functions of Human Resource Management

According to Hasibuan (2003:21), the functions of HRM are as follows:

- a. Development involves enhancing employees' technical, theoretical, conceptual, and moral skills through education and training. The training provided should address both current and future job requirements.
- b. Compensation refers to direct and indirect rewards, in the form of money or goods, given to employees as remuneration for their contributions to the organization. Compensation must be fair and appropriate.
- c. Maintenance encompasses efforts to preserve or improve employees' physical, mental, and loyalty conditions, ensuring they remain willing to collaborate until retirement. Effective maintenance involves welfare programs tailored to the majority of employees' needs, guided by internal and external consistency.

2.3. Objectives of Human Resource Management

HRM aims to enhance the productive contributions of individuals within an organization through strategically, ethically, and socially responsible methods. This objective guides the study and practice of HRM, commonly known as personnel management. HRM efforts include operational managerial initiatives that demonstrate how HR professionals contribute to achieving organizational goals.

3. Research Methods

3.1. Type of Research

The research employs a qualitative approach. According to Iswanto (2022), qualitative research is conducted to explore phenomena related to behaviors, actions, and motivations experienced by research subjects. This is achieved through descriptive narration, utilizing various natural methods. In qualitative research, such as studies in sociology, researchers strive to uncover problems within phenomena by analyzing selected research subjects, who are typically obtained from participants and respondents.

3.2. Data Sources

The data sources utilized in this research are as follows:

- a. Primary Data: Data collected directly from the research object. This includes firsthand information gathered at the research site.
- b. Secondary Data: Data obtained from companies, documentation materials, and relevant articles associated with this study.

3.3. Informants

Research informants are individuals who provide insights into the research context and are well-informed about the issues at hand (Moleong, 2015:163). The key informants for this research are:

- a. The Head of Perusahaan Daerah Air Minum (PDAM) in Tangerang Regency, serving as the main informant.
- b. The Secretary of PDAM in Tangerang Regency, acting as a key informant.
- c. Staff members of PDAM in Tangerang Regency, providing supporting information.

3.4. Data Analysis

Data analysis involves organizing and interpreting transcripts and other collected materials. According to Damir (2012:37) as cited by Sumarno (2021), the aim is to enhance the researcher's understanding of the information and present it more clearly to others. Data analysis identifies specific phenomena, derives conclusions, and generalizes these findings to other events or information with similar contexts.

4. Findings and Discussion

4.1. Human Resource Planning in Performance Improvement at PDAM

Planning serves as the core of management, helping to reduce uncertainty in the future and enabling decision-makers to utilize limited resources effectively and efficiently. Similarly, human resource planning is essential for recruitment, selection, training, development, and other personnel activities within an organization. It involves anticipating future business demands and organizational needs to address workforce requirements. Human resource planning comprises four interconnected activities: current resource inventory, forecasting supply and demand, planning to increase qualified individuals, and implementing control and evaluation procedures for feedback. Based on the findings, human resource planning at PDAM is well-structured, as evidenced by the organization of tasks and functions.

4.2. Employee Recruitment and Selection for Performance Improvement at PDAM

Recruitment, as defined by Mathis and Jackson in Hermaddin (2017), refers to the process of generating a pool of qualified candidates for organizational positions. Recruitment follows job analysis, which identifies job descriptions and qualifications required for a position. Rivai in Hermaddin (2017) describes recruitment as a series of activities starting from the company's need for employees to selecting candidates who meet job qualifications. The research findings indicate that employee recruitment and selection at PDAM are conducted based on company needs, ensuring that candidates meet the necessary qualifications for the roles.

4.3. Employee Placement for Performance Improvement at PDAM

Rivai (2015:156) describes employee placement as assigning or reassigning individuals to new roles. Bahri (2019) explains that placement involves assigning employees to roles that align with their skills, enabling them to work effectively. Trisnawati (2019) views placement as a policy to determine whether employees remain in specific positions based on expertise, skills, or qualifications. The findings reveal that PDAM evaluates educational background and skills before assigning employees to appropriate positions.

4.4. Employee Training for Performance Improvement at PDAM

Employee training is a process of teaching knowledge, skills, and attitudes to enhance employees' ability to perform their responsibilities. Training programs are categorized into general and specific training. General training equips employees with skills applicable across various jobs, while specific training focuses on job-specific competencies. Mangkuprawira (2008) outlines seven objectives of training: improving performance, enhancing skills, avoiding managerial obsolescence, solving problems, orienting new employees, preparing for

promotions, and fulfilling personal development needs. Research findings indicate that PDAM conducts monthly training sessions to support human resource development.

4.5. Employee Performance Appraisal for Performance Improvement at PDAM

Wibowo (2017:192) emphasizes the importance of understanding the objectives of performance appraisals. Research findings show that PDAM conducts regular performance appraisals to enhance employee performance. The evaluations consider discipline, job performance, and employee attitudes, ensuring that tasks and responsibilities are fulfilled effectively.

4.6. Employee Compensation for Performance Improvement at PDAM

Compensation is a critical function of human resource management, encompassing salaries, benefits, and related aspects. Effective compensation systems reinforce organizational values and facilitate the achievement of organizational goals. Compensation also serves as a motivational tool, encouraging employees to work optimally. Research findings indicate that PDAM implements compensation programs to retain and motivate employees while ensuring alignment with organizational objectives.

5. Conclusion

Based on the findings and discussions regarding human resources in improving performance at the Regional Drinking Water Company (PDAM), the conclusions are as follows:

- a. The company's human resource planning is well-organized, evidenced by the structured management of human resources, where individuals are assigned roles according to their respective main duties and functions.
- b. Employee selection and recruitment processes are conducted by opening and placing positions based on the company's needs, ensuring that candidates meet the required qualifications.
- c. Employee placement is determined by evaluating their educational background and skills. Before assigning them to a specific role, their competencies and capabilities in the relevant field are thoroughly assessed.
- d. Employee training is actively implemented by the company, with at least one training session conducted monthly to support human resource development.
- e. Performance evaluation is continuously conducted to enhance employee performance and discipline. This involves assessing employees' work behavior, their adherence to responsibilities, and their ability to fulfill their roles effectively.
- f. Compensation and rewards are utilized as motivational tools to improve employee performance. For instance, the company offers incentives such as Umrah trip lotteries and bonuses for employees who meet or exceed performance targets.

Suggestion

The following recommendations are suggested based on the findings of this study:

- a. This study is expected to provide input and considerations for PDAM in Tangerang Regency to further improve employee performance, particularly in relation to human resource planning, which has shown a positive and significant impact on performance.

- b. PDAM in Tangerang Regency should maintain its current level of performance while continuing to address the service needs of the community through consistent training and efficient licensing processes.
- c. The local government of Tangerang Regency can use this research as a reference for policy-making in the future to enhance employee efficiency within the organization.
- d. For readers, this study is expected to expand knowledge and insights regarding the discussed topics and the factors influencing them.
- e. For future researchers, this study can serve as a reference to further explore the significance of employee performance in service sectors, providing valuable insights for academic and practical development.
- f. This research can be used as a reference for subsequent studies focusing on the impact of educational qualifications, career development, and employee welfare on performance, utilizing different dimensions, indicators, and updated theoretical frameworks or research.

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