

# Human Resources Management in Improving Employee Performance at the Employment Section of Syiah Kuala University, Indonesia

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**Abstract.** Human Resource Management is efficiently utilising several individuals and effectively used optimally to achieve organisational goals. This research aims to know human resource management in improving employee performance in the University of Syiah Kuala staffing section. This study used a qualitative approach with a descriptive research type. Data collection techniques using observation, interviews, and documentation. The data analysis technique used is descriptive qualitative analysis with data reduction techniques, data presentation, and conclusion. Based on the research findings, it was found that: 1) Programs that have been planned and carried out to improve employee performance include: formal education and training for employees, providing work motivation, preparing employee career development plans, providing satisfaction for State Civil Apparatus, placement Employees, and apparatus performance evaluation. 2) The strategy for improving employee performance is using policies adjusted to several considerations and targets for the institution. These policies are a Recruitment system, human resource placement system, human resource training and development system, and work evaluation management system (evaluation). 3) Obstacles in improving employee performance, namely: incompatibility of employee abilities with duties and functions, lack of motivation to increase performance and discipline for an employee. 4) The solution is to develop development and training programs, participate in learning assignments, apply effective communication methods, appreciate employee achievements, and pay attention to employee welfare and creativity.

**Keywords:** Human Resources; employee performance; development.

## INTRODUCTION

Human Resource Management is a process and effort to recruit, develop, motivate, and conduct training of human resources who have received training and will perform tasks such as working in an institution or organisation and conducting a thorough evaluation of the Human Resources needed by the organisation to achieve the objective.

In addition, management's role is to control the organisational structure by what the organisation wants and assist leaders in monitoring and identifying the people needed in the organisation or institution. Human Resources is also a significant factor in large and small-scale organisations because human resources greatly influence the quality of work and the results to be achieved. The author [1] explains, "In large-scale organisations, human resources are seen as a very decisive element in the business development pro-

cess, the role of human resources become increasingly important". The development of the business world will be realised if qualified human resources support it.

If improperly managed, employee performance is a significant problem in a government institution or organisation. Satisfying performance from employees does not happen by itself and instantly, but there needs to be an ongoing evaluation. The performance of this employee is the result of the work performance of employees who are assessed in terms of quality and quantity based on work standards determined by the organisation.

Results or good employee performance will impact the achievement of organisational goals. Whatever the form and purpose, the organisation is made based on various visions for human interests, and humans manage its mission. So, the human being is a strategic factor in all the activities of the institution or organisation. Further-

more, Human Resources must be regulated and managed based on the organisation's vision to achieve goals that can be performed optimally, especially in service.

Human resource management is needed to increase the effectiveness of human resources in organisations. The goal is to provide the organisation with an effective work unit. To achieve this goal, the study of personnel management will show how companies should acquire, develop, use, evaluate, and maintain employees in number (quantity) and type (quality).

Human resource management deals with various problems within the scope of employees, clerks, labourers, managers, and other workers to support an organisation or company's activities to achieve predetermined goals. The section or unit usually deals with Human Resources is the Human Resources Department. Human resource management is an ongoing procedure that aims to supply an organisation or company with the right people to be placed in the correct positions and positions when the organisation needs them.

Every organisation strives to have quality HR and meet the competency requirements needed for all its efforts to realise the vision, mission and achievement of organisational goals for the short, medium, and long term. Therefore every human resource in an organisation must have characteristics or characteristics. As stated by the author [2], namely: Having knowledge of their duties, responsibilities, and authorities, having knowledge (knowledge) required related to the full implementation of the responsibilities of the State Civil Apparatus, being able to carry out the tasks it performs because it has the expertise, skills needed and is creative, productive, innovative, able to work with others, trustworthy, and loyal.

Syiah Kuala University (further - University) is a university that was founded on September 2, 1961, located in Banda Aceh. Syiah Kuala University, an institution engaged in services education, has implemented its Human Resource management, especially well educational staff, by applying binding rules so that the quality of employees is highly prioritised in work and the quantity of employees has been adjusted to the number of employees needed. In addition, it requires the appropriate skills and educational qualifications needs, and age determination are also requirements to become an employee of the University, both civil and non-civil servants.

The Personnel Department of the University has implemented competency-based HR Management.

## METHODS

This research uses a qualitative approach with a descriptive research type. The data collected is not in the form of numbers but data derived from interview scripts, field notes, and documents, so this research aims to describe the empirical reality behind the phenomenon in depth, detail, and thoroughly.

According to the author [3], descriptive research is "Intended to investigate the circumstances, conditions or other things that have been mentioned, the results of which are presented in the form of a research report". In descriptive research, phenomena are forms, activities, characteristics, changes, relationships, similarities, and differences between one phenomenon and another.

The author [4] explains descriptive research, namely: "Research conducted to determine the value of an independent variable, either one variable or more (independent) without making comparisons, or connecting with other variables". Meanwhile, the primary purpose of descriptive research is to systematically describe the facts and characteristics of the object or subject being studied accurately.

The research subject is a source of data that provides clarity about sitting the problem studied. In qualitative research, only references are used as issues provide complete and accurate information about several events, people, and observed situations. The authors [5] state, "Qualitative researchers make an effort to make a complex picture of a problem or issue under study". This involves reporting perspectives, identifying factors associated with a situation, and generally sketching the emerging big picture. While the author's research subjects [3] provide limitations: "research subjects as objects, things or people where data for research variables attached, and at issue". In a study, research subjects have a very strategic role because on the research subject that's the data about the variable observing research.

The research subject is an essential part, which acts as a source for data collection for the completeness of the research itself. The issue in this

study is the Head of the Bureau of General Affairs and Finance, Head of the Personnel Section (Personnel Section Coordinator), Head of the Educator Sub-Division (Sub Coordinator Section of Educators), and Head of the Sub-Division of Education Personnel (Sub-Coordinator of Section Education Personnel) Personnel Section and Employees Section Personnel both Employees Civil Servants and Non-Civil Servants as well as other sources or informants who can provide accurate information or data to researchers.

Several stages were carried out in data collection to get an in-depth picture of HR Management in improving employee performance at the University's Personnel Section. Data collection in this study was carried out directly by researchers through observation, interviews, and documentation.

Researchers first make observations by collecting data in general, including looking at in-depth things about the research subject, which are helpful for researchers to do further research. One of them is regarding the facilities and infrastructure of the section office. In the next stage, the researcher collects data and information according to the research focus. While the third stage is developing a research focus and seeking information according to research objectives, namely regarding the work program of the Personnel Section, solutions, constraints, and Human Resources in the Personnel Section, qualitative research is descriptive and tends to use analysis.

## RESULTS AND DISCUSSION

*Work Program of the Head of Personnel Section in Improving Employee Performance.* The work program will guide the organisation in carrying out organisational routines and be used to realise the organisation's goals. A program is prepared based on the plans or targets to be achieved. The planning arrangement of these programs is referred to as a work program.

Based on the results of the author's interview with the Head of the University's Personnel Section, HR Management in the Personnel Section begins with planning, in this case planning a work program which is the first step in management. Regarding the work program, the basic staffing rules must include the service elements. For this reason, employees with good performance are needed in developing work programs, namely for the smooth running of service tasks.

The head of the Personnel Section is a leader whose job is to lead the implementation of tasks in the Personnel Section, establish and formulate policies, objectives, programs and work plans at the University and divide tasks, mobilise, coordinate the implementation of functions, and carry out direction, guidance and work instructions to subordinates or employees. In addition, it is necessary to have a team that works together in carrying out the work program, in this case, assisted by two Heads of Sub-Divisions, namely the Head of the Sub-Division of Educators (lecturers) and the Head of the Sub-Division of Education Personnel (non-lecturers).

An institution usually requires a work program planning carried out by a leader, in this case, the Head of the Personnel Section. Planning this work program to improve employees' work quality is essential. Because with a work program, the services provided will be carried out and well-directed.

According to the authors [7], a work program is "A system of activity plans from an organisation that is directed, integrated, and systematically made for a period determined by an organisation". The work program will guide the organisation in carrying out organisational routines. The work program is also used as a means to realise the goals of the organisation.

The program is a data/planning tool that the University formulates in the form of plans. Meanwhile, according to the author [8], the program is "a collection of real, systematic, and integrated activities carried out by one or several government agencies in the framework of cooperation with the private sector and the community to achieve the goals and means set". A program is prepared based on the goals or targets to be achieved. The planning arrangement of these programs is referred to as a work program.

*The Strategy of the Head of Personnel in Improving Employee Performance.* Strategy is a careful plan regarding an activity or tool used by an institution to prioritise the functions of its resources to achieve long-term goals that an institution at the University has formulated. Based on the results of interviews with the Head of Personnel who told researchers that there were several policies taken in conducting HR Management to improve employee performance, namely: education and skill training for employees, a system of recruiting and determining human resource needs, a method of placing human resources, the

existence of program management structure, human resource training, and development systems, work appraisal management systems (evaluation) as well as through other activities that motivate employees so that they get employees who understand their duties and responsibilities.

In line with the results of the interview above, to ensure the correctness of the information, the researcher also interviewed the Head of General Affairs and Finance, who also told the researcher: "Of course, there is a strategy or effort, one of which is carried out through continuous professional education and training as well as by recruiting human resources. Qualified human beings, human resource placement systems, structured program management, and employee performance improvement can be carried out through activities that motivate employees".

This was also confirmed by an employee at the University who told researchers: "There are several strategies carried out by superiors to improve employee performance, namely first education and skills training for employees, a recruitment system that has high criteria, a work appraisal management system (evaluation), the existence of structured program management, training systems, and human resource development.

Based on the results of the interview above, it can be concluded that there are several strategies carried out to improve employee performance, namely first continuous professional education and training as well as by recruiting quality HR, then a recruitment system that has high criteria, a work assessment (evaluation) management system, then there is structured program management, human resource training, and development system.

According to the author [9], Strategy HR Management in an organisation is critical in creating quality employees. The creation of employees quality will significantly affect the quality of work produced to achieve an organisation's goals and success.

Author [10] revealed that: "The human resource strategy emphasises the need for human resource planning and the implementation of the strategy that the University will formulate in the context of organisational strategy". This strategy is responsive to changes in the organisation's external environment, so practitioners must inter-

pret and adapt to ensure compatibility between the human resource strategy and the organisation's business plan.

This is in line with the work program of the Personnel Department. Human resources are essential to maintaining competitive advantage and supporting employee performance improvement strategies. The University staffing agency continues to strive to improve the quality of Human Resources because the University believes that the quality of Human Resources plays a vital role in increasing the competitiveness of companies.

Based on the author's research on HR in the Personnel Section, it is good. This can be seen from the work programs to improve employee performance through essential staffing duties. The strategy for enhancing performance implemented by Human Resource Management in

The University's Personnel Section uses policies adjusted to several considerations and targets aimed at the institution. This policy dramatically affects employee performance, so it requires qualified employees with high integrity at work and good skills and skills that these employees must have in working and providing services. This is important to achieve the goals of the institution that has been made.

*Obstacles Faced in Improving Employee Performance.* In conducting training and Human Resource Development, of course, every leader faces obstacles and obstacles. According to the interview with the Head of the Personnel Division to the researcher, he said that: The barriers faced by human resource management in improving employee performance at the Personnel Section of the University are not too significant because they are always under supervision, but several things seem like a lack of discipline in working time and motivation to increase performance and discipline, sometimes there is a feeling of laziness at work, procrastinating work or things that must be done, piece does not match job description, and overwhelmed with work because there is a lot of work in the work unit that is their responsibility. The Head of the Bureau of General Affairs and Finance also conveyed the same thing to the researcher. He said: Of course, there are obstacles in human resource management. Moreover, this improves employees' performance at the University's Personnel Section. The obstacles we face are the lack of disciplined motivation for an employee, procrastinating work, and work not by the main task. There are several

obstacles to doing the job. Therefore, the efforts and follow-up actions taken by the leadership in overcoming these obstacles in providing services are by reprimanding the employees and providing directions and instructions in doing the job properly without coercion and overcoming the problems encountered so that the service continues. By asking employees directly if there are problems, they can immediately communicate and coordinate with the leadership to find solutions.

In this case, the author [11] states, "Services are all activities or activities that can be provided by someone to another party, which in this case is in the form of service and does not affect property rights by anyone". Because managing an institution or organisation is not an easy thing if you don't have human resources who are skilled and have extensive knowledge; many obstacles and problems will be faced in implementing an effective and productive organisation. Especially in terms of managing

This is by the author [1], who states, "Human resources, which are defined as all people who are bound in an institution to make the best contribution to the running of the organisation, certainly require good management so that everyone can carry out their duties properly. While simultaneously supporting the organisation with motivation, talent, creativity, work, and innovation from each". This is related to quality, timeliness, effectiveness, and work independence.

The various assessment components in institutions or organisations in the Personnel Section are suitable, but there are still obstacles or problems. In this case, the leadership is consistently swift in overcoming the problem, namely directly communicating something to the point, such as when some employees must be on time to receive rank decrees or retirement.

*Solutions for Improving Employee Performance in the University's Personnel Section.* The solution to implementing the Human Resource Management function is to create a development and training program for employees. This is the basis for improving employees' quality of work to achieve institutional goals. The following solution related to the problem of implementing the Human Resource Management function is the need to enhance excellent and intensive communication between all parties in the Personnel Department, both employees and leaders.

Several solutions are provided to improve employee performance through human resource management, namely by providing training to improve employee performance and following learning assignments. Then also apply effective ways of communicating, giving appreciation for achievements to employees, paying attention to employee welfare and good employee creativity, and generating motivation.

They are, furthermore, giving trust and respect to employees so that good cooperation can be established and services can run according to expectations. Then there are direct appeals and electronic appeals to all employees. Electronic requests are distributed. Because there is this appeal, it will further motivate employees to carry out their obligations and will result in increased employee performance.

Other factors can be used as a solution in managing HR Management, namely providing training to improve employee performance; leaders must be able to implement a good work culture and a positive work culture resulting from the attitudes and behaviour of each employee in their work.

For the relationship between employees and leaders to be closely intertwined, both can be open to each other and understand each other in organisational relationships. Another solution is giving employees authority or freedom to make decisions on some issues so that they are brave in providing services and dare to be responsible for their work and fulfil the needs of employees, especially in service tasks.

Thus, employees are expected to feel more acknowledged to foster a high loyalty to the institution, especially the personnel section, in providing services. With high dedication, the employee will automatically work without expecting anything in return.

## CONCLUSIONS

1. Programs for the Head of Personnel Section that are planned and carried out to improve employee performance, namely: formal education and training for employees, technical/functional education and training for State Civil Apparatuses, provision of work motivation, pre-service education and training for Candidates for State Civil Apparatuses, structural education, and training, preparation of employee career development plans, provision of satisfaction for State Civil Apparatuses, awarding of outstanding employees,

procurement of state civil servants and appointment of employees in contract agreements, placement of employees, evaluation of apparatus performance, socialisation and guidance on retirement preparation for State Civil Apparatuses, handling cases of employee disciplinary violations, employee and lecturer leave services, construction/development of personnel information systems, practice of performance achievement reports and performance realisation.

2. The strategy for the head of staffing in improving employee performance is using several policies adjusted to several considerations and targets aimed at the institution. These policies are the Recruitment system and determination of human resource requirements, human resource placement system, training system, human resource development, and work assessment management system (evaluation).

3. Constraints experienced in improving employee performance, namely: Incompatibility of employee abilities with duties, lack of motivation to increase performance and discipline for an employee, the presence of several employees who

procrastinate on work, the possibility of too much workload and not by job desk main task.

4. The solutions to improve employee performance are: The Head of Personnel Section must implement and create an excellent collaborative atmosphere between leaders and employees so that human resources become better, namely by creating a positive work environment, providing training to improve employee performance, following learning assignments, applying effective communication methods, appreciating employee achievements, paying attention to employee welfare and good employee creativity, generating motivation, and giving trust and respect to employees so that good cooperation can be established to improve employee performance in line with expectations.

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