



## Human Resources Management In Improving Company Performance

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### Abstract:

Human resource planning is a very important activity to meet the needs of organizational staff as a result of organizational changes in the face of a dynamic and complex business environment. This paper aims to explain the management of human resources in improving company performance. This paper is a literature review that analyzes reference sources from journals, books and websites that discuss project management conceptually and comprehensively. This paper uses the method of collecting data in documentation, as well as various articles and books. Then analyzed using content analysis, namely by analyzing descriptive literature data or scientific analysis of the message of a premise. While the data analysis method is deductive, inductive and comparative. The findings of the paper are that human resource planning is the process of planning manpower to suit the company's needs effectively and efficiently in helping the realization of company goals. Of all the resources available in the company, human resources are very important and decisive resources. All the potentials possessed by human resources greatly affect the company's efforts to achieve its goals. The similarity of this paper with others is to discuss human resource management conceptually, but the difference is that it is accompanied by the application of human resource management in improving company performance

**Keyword :** *Human Resource Management; Company Performance, Operations Management*

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## INTRODUCTION

Human resource management is a process of dealing with various problems in the scope of employees, employees, laborers, managers and other workers to be able to support company activities in order to achieve predetermined goals. Therefore, managers must ensure that the company has the right workforce and has the ability to complete tasks that will help the company achieve its overall facilities effectively and efficiently. Human resource management is the design of formal systems within an organization to ensure the effective and efficient use of human talent to achieve organizational goals. It doesn't matter whether the company is a large company with 10,000 employees or a small non-profit organization with 10 employees,

the employees still have to be paid, which means a good compensation system is needed (Cardoso Faustino,2003).

Human resource management activities require thinking and understanding about what will work well and what will not. In an environment where the challenges of the workforce are constantly changing, laws are changing, and the needs of employers are changing too, then human resource management must continue to change and evolve. Power The underlying concept that every employee is a human being, not a machine, and not merely a business resource (Abdullah Husaini, 2017). The study of human resource management combines several fields of science such as psychology, sociology and others. Human resource management also concerns the design and implementation of the digestive system, employee preparation, employee development, career management, performance evaluation, employee compensation and good employment relations. Human resource management involves all management decisions and practices that directly affect human resources (Hussein Umar, 2001).

Human resource management is needed to improve the effectiveness of human resources in the organization. The goal is to provide the organization with an effective work unit. To achieve this goal, the study of personnel management will show how companies should acquire, develop, use, evaluate, and retain the right number (quantity) and type (quality) of employees. Human resource management discusses the great potential of human labor which is the driving force behind the supporting factors of management activities that must be utilized as well as possible through synergy with the environment. Undeniably, technological changes are very fast, forcing organizations to adapt to their business environment. Given the importance of understanding human resource management, the purpose of this paper is to explain human resource management in improving company performance.

## **RESEARCH METHOD**

This paper is a library research with a qualitative descriptive approach, namely by describing or explaining the management of human resources in improving company performance. This paper uses the method of collecting data in documentation, as well as various articles and books. Then analyzed using content analysis, namely by analyzing descriptive literature data or scientific analysis of the message of a premise. While the data analysis method is deductive, inductive and comparative.

## **RESULTS AND DISCUSSION**

### **Definition of Human Resource Management**

Human Resource Management is a science or a way of how to manage the relationship and the role of resources owned by individuals to the fullest in order to achieve a goal. According to Marwansyah (Marihot Tua Efendi Hariandja, 2002) management is the utilization of human resources within the organization through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations. According to Flippo, Human Resource Management is called personnel management, namely planning, organizing, directing and terminating employment, compensation development, integration, maintenance and termination of employment with human resources to achieve individual, organizational and community goals ((Marihot Tua Efendi Hariandja, 2002).

Meanwhile, according to Sastrohadiwiryo, human resource management is replaced by manpower management, namely utilization, guidance, knowledge, regulation, development, and labor elements. Good and bad employees or employees to achieve maximum usability and usability according to the organization. Based on this statement, what is meant by Human Resource Management is the process of planning, organizing, implementing and controlling

human resources in the organization to achieve goals effectively and efficiently. Human resource management has a broad scope, one of the definitions and limitations used is human resource management, which are policies and practices needed by a person to carry out the human resources aspect of a manager's position.

### **Strategic Role of Human Resource Management in Production**

Every leader in a company is a human resource manager. This means that managers must be involved in taking various steps and activities of human resource management, from employment planning to retired employees (Sondang P Siagian, 2006). Usually in an organization a work unit is formed that carries out human resource management activities that are functionally responsible for carrying out various activities and taking various steps in human resource management. There are two strong reasons why such a functional work unit needs to be formed. *First*, although it is true that every manager is also a human resource manager, operationally the manager concerned is assigned the task and responsibility of carrying out other activities, both in the nature of the main tasks and supporting tasks, so that the main attention is directed to the functional responsibilities. *Second*, nowadays human resource management absolutely needs to be handled professionally by specialists because only then can the highly complex human resource management be handled properly. Means that the work unit that manages human resources receives delegation of tasks from managers who lead other work units (Ambar Teguh Sulistiyani & Rosidah, 2003). Human resource management objectives consist of (Veitzhal Rivai, 2011 ; Math L Robeth, 2001) :

#### 1. Organizational Purpose

Aimed at recognizing the existence of human resource management (HRM) in contributing to the achievement of organizational effectiveness. Although formally a human resources department was created to assist managers, managers are still responsible for employee performance. The human resources department assists managers in dealing with matters related to human resources.

#### 2. Functional Purpose

Aims to maintain departmental contributions at a level appropriate to the needs of the organization. Human resources become worthless if human resource management has criteria that are lower than the level of organizational needs.

#### 3. Social Purpose

Aims to ethically and socially respond to the needs and challenges of society through actions to minimize negative impacts on the organization. The failure of an organization to use its resources for the benefit of society can cause obstacles.

#### 4. Personal Purpose

Intended to assist employees in achieving their goals, at least goals that can enhance individual contributions to the organization. Employee personal goals must be considered if employees are to be retained, retired, or motivated. If personal goals are not considered, employee performance and satisfaction may decline and employees may leave the organization.

### **Human Resource Management Approach in Production**

In every activity or organizational activity from problems always arise. To overcome the problems that arise there are several approaches according to the period. This means that the latter approach is more recent in terms of time. However, until now there are still company leaders who use the old approach in overcoming problems. Listed below are three approaches (Faustino Cardoso Gomes, 1995) :

#### 1. Mechanical Approach (classic)

Developments in the industrial sector with the use of machines and electronic equipment have brought very rapid progress in work efficiency. In the mechanical approach, if there are problems related to labor, the human element in the organization is equated with other production factors, so that company leaders tend to suppress workers with minimal wages so that production costs are low. The view of this approach shows the attitude that labor should be grouped as capital which is a factor of production. With this, efforts are made to obtain cheap labor but can be utilized as much as possible and obtain greater results for the benefit of the employer. This approach was quite dominant in western industrialized countries until the 1920s.

## 2. Paternalism Approach

With the development of thinking from workers who are increasingly advanced from workers, which shows they can break away from dependence on management or company leaders to balance the benefits for the workers. Paternalism is a concept that considers management as a protector of employees, various efforts have been made by company leaders so that workers do not seek help from other parties. This approach began to disappear during the 1930s period.

## 3. Social Systems Approach (Human Relations)

Human Resource Management or personnel is a complex process. With the complexity of Human Resources management activities, the company leadership began to lead to another approach, namely social system education which is an approach that in problem solving always takes into account environmental factors. Every time there is a problem, it is attempted to be solved as best as possible with the least risk, both for the workforce and the employer.

## **Principles of Human Resource Management**

There are three principles in the management of human resources, namely: (a) Orientation to service, by trying to meet the needs and desires of human resources where the tendency is that satisfied human resources will always try to fulfill the needs and desires of their consumers. (b) Building opportunities for human resources to play an active role in the company, with the aim of creating morale and motivating human resources to be able to complete work well, and (c) Being able to find the entrepreneurial spirit of the company's human resources, which includes: (1) Desire for access to all human resources of the company. (2) Oriented to achieve company goals. (3) High work motivation. (4) Responsive to awards from the company. (5) Looking far ahead. (6) Work in a planned, structured and systematic way (7) Willing to work hard. (8) Able to complete the work. (9) High self-confidence. (10) Dare to take risks. (11) Have high business intuition. (12) Sensitive to situations and conditions, both inside and outside the company. (13) Able to establish cooperative relationships with all parties concerned, and (14) Careful, patient and compromising (Danang Sunyoto, 2013).

## **Human Resource Planning**

Human resource planning (H. Malayu S. P. Hasibuan, 2001) is the process of assessing the need and availability of human resources and then integrating between the two. Planning is carried out to determine what decisions will be made if the availability of human resources increases and if it decreases and how to integrate them to meet company needs. The role of human resource planning is (1) to support organizational functions, there are two strategies, namely a diversification strategy for long-term implementation and a low-cost strategy, namely this strategy is used for human resources who like routine.

The human resource planning process will determine the decisions of the human resource program, especially the decision on whether or not to recruit and select; (a) Forecasting. This process is carried out to predict the supply and demand for various qualifications of human

resources; (1) Forecasting needs quantitatively can be predicted using a correlation model. The use of correlation is based on the assumption that human resource needs cannot be separated from other activities in an organization. This approach is often not appropriate because it will be influenced by various factors such as environmental changes. (2) Forecasting the supply of human resources. Done based on past experience or based on considerations. One of the statistical procedures that can be used for forecasting is the transitional matrix. This statistical forecasting needs to be equipped with the Delphi technique. This technique will be the same as the nominal group technique, but the forecasters are not face to face with each other, and (3) Forecasting the shortage or excess of human resources. The difference between total employee needs and current inventory represents the net demand that must be met through hiring. The supply of manpower that meets work performance standards allows the company to harmonize the total number of human resources required by the company. The net need for human resources relates to experience, age, gender, estimated number of pensions, terminations and desired labor transfers. (b) Goal setting (c) Strategic planning (d) Program implementation and (e) Program evaluation. The results of human resource planning become a source of information for organizations to plan new employee recruitment programs according to the needs of the organization. The human resources department has full responsibility for the program to support the achievement of the targets that have been set.

The availability of human resources needed by the company for the implementation of future tasks is very important to ensure that school organizational activities can be carried out properly. And every time the activities to be carried out must be planned in advance to ensure or minimize disruption to the company's plans. For that, in accordance with its function of helping the company organization to achieve its goals in the aspect of human resource management in the future, the determination process is carried out through several steps such as, Analysis of several factors causing changes in human resource needs that can affect the company's organization, which can change in the future which can result in changes in human resource needs. Forecasting human resource needs. Forecasting labor needs as well as from the human resource planning process must be carried out, although it is something difficult. For this reason, a number of forecasting techniques have been proposed by experts.

Nominal Delphi Technique (NDT), which presents five to ten experts, then asked about, for example, what causes changes in employee needs in the future. Each expert will provide answers, the results are discussed together to produce several factors that are ranked or sorted from the most important. Delphi Technique, that is, if the experts cannot discuss together, then the human resource planning section asks for the opinion of several experts about future human resource needs. Leadership estimates, namely human resource needs are estimated by school leaders, then given to the human resources department or division for response, or vice versa, the head of the human resources division is asked to determine the human resource needs and then submitted to the leadership to be concluded and revised.

Determination of future human resource needs. After analyzing various factors that influence changes in human resource needs, then the company organization must determine future human resource needs, which include the number and capabilities possessed, both in the short and long term. Analysis of the availability (supply) of human resources. The next step is to analyze the availability of labor that can be obtained from two sources, namely internal sources and external sources. Internal sources are employees in the school organization who can be promoted, or transferred to fill vacant positions or profiles of current employees that reflect the company's capabilities, while external sources are recruited outside supplies. This analysis is needed to determine the number of employees needed related to the next activity plan, namely whether recruitment is necessary. If internal sources are adequate, of course, there is no need for recruitment, but if internal sources are not available, recruitment may need to be carried out assuming sufficient external sources.

Determination and implementation of the program. Based on the demand and supply, several possibilities can occur such as: there is no difference between the need and availability of employees, there is an excess supply of labor (supply is greater than demand), or there is a shortage of labor supply (supply is more). smaller than the demand. Furthermore, if a situation like the above occurs, various programs will be carried out such as hiring new employees if there is a shortage of employees, training for existing employees so that they are ready to fill the existing shortage. If there is an overstaffing, recruitment will not be carried out, it may be working hours are reduced, and if there is a gap between demand and availability, the company may not take any action, although this is rare (Hermawan Kertajaya and Muhammad Syakir Sula, 2008).

### **Human Resources Recruitment**

The process of recruitment or withdrawal of workers is a process of finding and attracting prospective employees who are able to apply as employees. The purpose of recruitment, namely (a) attracting qualified and interested applicants to accept job offers, (b) purpose after appointment, producing good and loyal employees to the company, and other objectives such as withdrawals have another effect, namely the general image of the company. Constraints that are often faced in the withdrawal process come from the organization, implementers and the external environment are (1) organizational policies (2) human resource plans. Human resource planning helps the withdrawal process, especially in analyzing future public needs. Besides that, it can be seen the need for human resources that can be met from within the company; (3) labor market conditions. Where supply within a particular geographic area is limited, withdrawals must be expanded and require greater costs. On the other hand, if the supply of qualified employees is relatively high in the local labor market, then the price of labor tends to be low (4) environmental conditions. Working environment conditions such as unemployment, economic conditions and levels, labor laws, labor scarcity, recruitment of competitors affect the company's withdrawal (5) job requirements. The human resources department must study job requests from job analysis information to obtain qualified employees according to the expected needs and (6) withdrawal habits. Past habits in withdrawal need to be considered in terms of both positive and negative so that the company really gets qualified employees as needed.

The purpose of recruiting human resources is to arrange a supply of potential new human resources in accordance with the increasing needs of the organization. The withdrawal process is often seen as a one-way process, namely the company is looking for prospective employees, which is often known as the prospecting theory of recruitment. In practice both parties are actually involved, just as the organization is looking for them. This view is called the mating of recruitment. The process of withdrawing human resources consists of; (a) planning, (b) withdrawal strategies (where, how, and when to attract potential applicants), (c) sources of withdrawal (internal or external), (d) withdrawal strategies (where, how, and when to attract potential applicants), and (e) filtering (T. Hani Handoko, 2001).

Personal recruitment policies regarding where human resources are obtained. Basically, recruitment can come from two sources, namely, external and internal. Companies will choose workers from within or from outside depending on several factors, including the availability of qualified people, economic conditions, organizational plans, relative costs and human resource policies. Internal sources are employees who will fill job vacancies taken from within the company by mutation or rotation, promotion or demotion.

Recruitment Alternatives, for every company the decision to fulfill human resources is often influenced by the ability of the organization. Several alternatives for fulfilling human resources other than recruitment are as follows; *First*, overtime, to achieve the predetermined work target, the shortage of employees can be overcome by holding overtime. *Second*,

temporary employees, the use of temporary employees can be done if job fluctuations are uncertain. When there are many jobs, the shortage of manpower can be replaced by recruiting temporary employees. *Third*, hire employees, many large companies hire employees, especially for non-material work. This decision has benefits in saving employee administrative costs such as employee benefits, as well as to avoid employee union activities, and *Fourth* independent contractors, certain work can be carried out by independent contractors through a sub-contract system (Dale Yonder, 2004).

### **Human Resources training and development**

Training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve the performance of apes. According to article I paragraph 9 of Law No. 13 of 2003. Job training is the entire activity to provide, obtain, improve, and develop work competence, productivity, discipline, attitude, and work ethic at a certain skill level and expertise in accordance with the level and job and job qualifications.

Development is defined as the preparation of individuals to assume different or higher responsibilities in companies, organizations, institutions or educational institutions, Training is more focused on increasing the capabilities and expertise of organizational HR related to positions or functions that are the responsibility of the individual concerned at this time (current job oriented). The target to be achieved and a training program is the improvement of individual performance in the current position or function.

Development tends to be more formal in nature, involving the anticipation of individual abilities and skills that must be prepared for the benefit of future positions. Targets and development programs involve a broader aspect, namely increasing the ability of individuals to anticipate changes that may occur without planning (unplanned change) or planned changes. Training is a program to improve the ability to carry out work individually, in groups and/or based on the level of position in the organization or company. While career development is an effort that is carried out formally and continuously with a focus on improving and adding to the ability of a worker. And this understanding shows that the focus of career development is improving the mental ability of the workforce (Hadari Nawawi, 2008). The term training and development refers to the total structure and program on and off the job of employees that companies use to develop skills and knowledge, primarily for job performance and career promotion. Usually, training refers to the development of vocational skills that can be used immediately.

There are many approaches to training. According to Simamora, there are five types of training that can be held: (1) Skills Training, is a training that is often encountered in organizations. the training program is relatively simple: needs or deficiencies are identified through careful assessment. the criteria for evaluating the effectiveness of the training are also based on the objectives identified in the assessment phase. (2) Retraining is a subset of skills training. Retraining seeks to provide employees with the skills they need to cope with changing job demands. For example, workers in educational institutions who usually work using manual typewriters may have to be trained with computers or internet access. (3) Cross functional training (cross functional training) involves training employees to carry out work activities in other fields other than the assigned work, (4) Team training is working together consisting of a group of individuals to complete work for a common goal in a work team, and (5) Creativity training is based on the assumption that creativity can be learned. This means that the workforce is given the opportunity to issue ideas as freely as possible based on a rational assessment and cost and feasibility (Simamora Hendy, 2003).

The purpose of conducting job training and development is to equip, improve, and develop work competencies in order to increase ability, productivity and welfare. The objectives are (Simamora Hendy, 2003):

1. Improving the performance of its employees who work unsatisfactorily due to skills shortages is a prime candidate for training, although it cannot solve all performance problems effectively, a sound training and development program is often helpful in minimizing these problems.
2. Demonstrate the skills of employees in line with technological advances. Through training, coaches ensure that employees can effectively apply new technologies. Technological change in turn, means that jobs are constantly changing and the skills and abilities of employees must be demonstrated through training, so that technological advances can be successfully integrated into the organization.
3. Reduce learning time for new employees to be competent on the job. A new employee often does not master the skills and abilities needed to become “job-competent”, namely achieving the expected output and quality standards.
4. Help solve operational problems. Managers must achieve their goals with scarcity and abundance of resources: scarcity of financial and human technological resources, and abundance of financial, human and technological problems.
5. Preparing employees for promotions One way to attract, retain, and motivate employees is through a systematic career development program. The development of employees' promotional abilities is consistent with the human resource policy for promotion from within: training is a key element in the career development system. By continuously developing and promoting their human resources through training, managers can enjoy qualified, motivated and satisfying employees.
6. Orienting employees to the organization, for this reason, several orientation organizers make joint efforts with the aim of orienting new employees to the organization and working properly
7. Meet personal growth needs. For example, most managers are achievement oriented and need new challenges. Training and development can play a dual role by providing activities that result in greater organizational effectiveness and enhances personal growth for all employees

Training has a big role in determining the effectiveness and efficiency of the organization. Some of the tangible benefits derived from training and development programs are (Simamora Hendy, 2003) : (a) increase the quantity and quality of productivity, (b) reduce the learning time required for employees to achieve acceptable performance standards, (c) form more profitable attitudes, loyalty, and cooperation, (d) meet the needs of human resource planning, (e) reduce the frequency and cost of workplace accidents, and (f) assist employees in their personal improvement and development.

The above benefits help both individuals and organizations. Effective training programs are a valuable aid in career planning and are often considered a cure for organizational ills. When labor productivity declines, many managers think that the solution is training. Training programs do not treat all organizational problems, although they do have the potential to improve certain situations if they are executed properly (Nila Mardiah, 2016).

### **Compensation and Maintenance of Human Resources**

Compensation is remuneration provided by an organization or company to employees, which can be financial or non-financial, for a fixed period. A good compensation system will be able to provide satisfaction for employees and allow companies to acquire and retain employees. For companies, compensation has an important meaning because compensation reflects the organization's efforts to maintain and improve employee welfare. Experience shows that inadequate compensation can reduce employee performance, work motivation, and job satisfaction, and can even cause potential employees to leave the company.

From the above understanding, it can be seen that compensation is a tool for binding companies to their employees, a pull factor for prospective employees and a motivating factor for someone to become an employee. Thus, compensation has a fairly important function in facilitating the running of the organization/company. According to Martoyo (1994), the function of compensation is (1) the use of human resources more efficiently and (2) Encouraging stability and economic growth. The objectives of Compensation are (a) obtaining qualified employees, (b) retaining existing employees, (c) ensuring fairness, (d) rewarding desired behavior, (e) controlling costs, and (f) complying with regulations. legal.

In providing compensation, there are a number of factors that influence it. Broadly speaking, these factors are divided into three, namely the internal factors of the organization, the personal of the employee concerned, and the external factors of the organization's employees. First, internal organizational factors; (a) organizational funds. The organization's ability to implement compensation depends on the funds raised for this purpose. The collection of funds is of course as a result of work achievements that have been directed by employees. The greater the work performance, the greater the company's profits. The size of the company's profits will increase the set of funds for compensation, so the implementation of compensation will be better. (b) trade unions and Second, employee personal factors; (a) work productivity (b) position and position (c) education and experience and (d) type and nature of work External Factors; (a) supply and demand for work (b) cost of living, (c) government policies, and (d) economic conditions.

### **Job Analysis Method**

#### **Motion Study**

Motion study and time study is a study of the movements performed by workers to complete their work. With this study, we want to obtain standard movements for completing a job, namely a series of effective and efficient movements. The study of this is known as the study of movement economics, which is a study that focuses on the application of the principles of movement economics (Sritomo Wignjosoebroto, 1995). At first time study and motion study were used only for very specific things and in a very narrow scope. The two fields of study were first discovered and developed by Frederick Taylor for the Time study and Gilbreths for the Motion study, respectively, which were aimed at improving the company's performance.

Although it was developed and discovered at almost the same time, in the beginning, only the time study and the reduction in labor incentives were more developed than the motion study. The desire to get a better working method echoed in the 1930s which then resulted in the scientific development of industrial engineering to combine time study with motion study which can produce better working methods and are closer to the ideal word. Currently, the fundamental problem is finding the most appropriate solution and method, considering that in the past there was too much emphasis on improving existing methods, rather than defining the problem, compiling facts, and finding a permanent solution. Initially motion and time study was developed by industrial engineering graduates and special staff, and this has continued until now. Some suggest that engineering methods, work design, work study or job design should be used in the design of motion and time studies and nowadays motion and time study can even be said to be synonyms of work methods design and work measurement.

#### **Process Flowchart**

To simplify the analysis process, process maps are commonly used, including (1) process flow maps (flow process charts), process flow maps are maps that describe all activities, both productive and unproductive, involved in the work implementation process. This map is almost the same as the map of the operation process, except that it is more detailed and complete here, (2) a left and right hand chart. Unlike operation maps or process flow maps, left and righthand

maps are directed to analyze work activities carried out by an operator in a work station. The map will describe the work movements carried out by the left and right hands with the main goal of obtaining a balance of work movements. This map is prioritized for analyzing manual activities and taking place repeatedly such as in the assembly process. (3) Flow diagrams, which are flow diagrams that are basically exactly the same as process flow maps, except that here the drawing is done on top of the layout image of the work facility. Here the ASME symbols and their respective activity numbers are depicted. The main purpose in drawing flow diagrams is to evaluate the process steps in a clearer situation, besides of course it can be used to make improvements in the layout design of existing production facilities. Job analysis is an integral part of Human Resource Management.

Job analysis activities are important for an organization. Job analysis consists of two words, analysis and work. Analysis is a thinking activity to describe the subject matter into parts, components, or elements, as well as possible interrelationships between their functions. While work is a collection or group of tasks and responsibilities that will be, are being and have been carried out by the workforce within a certain period of time. Thus, job analysis can be interpreted as an activity to study, study, collect, record, and analyze the scope of a job systematically and systemically. According to Siagian, job analysis is a systematic effort to collect, assess, and organize all types of work in an organization. This means that in an organization it is necessary to have a group or team of job analysts who are tasked with analyzing all existing jobs (Siswanto Sastrohadiwiryo, 2005).

Dessler states there are six steps in job analysis. The six steps are (1) determining how to use the information obtained, (2) knowing how to use the data obtained will provide an overview of how to collect the data. whether by using interviews or questionnaires, (3) reviewing relevant basic information, such as organizational charts, process charts and job descriptions, (4) selecting a representative position. There are many similar jobs to be analyzed, so it is necessary to take a sample of these jobs for analysis, (5) job analysis. Collecting data on job activities, required employee behavior, working conditions, and the nature and human capabilities needed to perform the job, (6) verifying job analysis information to workers who carry out the work carried out by direct supervisors. this will help confirm that the information is correct and complete, and (7) create job descriptions and job specifications. A job description is a written list that describes the activities and responsibilities of the job, as well as the conditions of the job as well as that and the safety of the job. The job specification summarizes the qualities, qualities and skills and personal background required to complete the job (Sondang P Siagian, 2006).

The information/data used in analyzing the work are (1) work activities. Gather information about the activities of people working such as: selling, teaching, or painting. Or information about how, why, and when the worker performs each activity, (2) Human behavior. Gather information about human behavior such as: feeling, communicating, deciding, and writing. Including job demands such as heavy lifting or walking long distances, (3) Machinery, devices, equipment, and job assistance, (4) Performance standards. Usually, management uses performance standards to assess employees, (5) Context of work. For example: physical conditions of work, work schedule, and organizational and social context. Information on incentives can also be included and (6) Human requirements. Information about human requirements for a job, such as: knowledge, job-related skills (education, training, work experience) and personal attributes, such as: talents, physical characteristics, personality, and interests.

The job analysis information above is the basis of interrelated HR management activities. Dessler wrote several benefits of the job analysis information, including (1) Recruitment and selection. Job analysis provides information about job requirements and human characteristics needed for the job, (2) Compensation. Job analysis can estimate the value of each job and

appropriate compensation, (3) Performance appraisal. Managers use job analysis to determine a job and its performance standards, (4) Training. Job analysis provides an overview of the activities and training required by the job and (5) Determines unassigned obligations (Gary Dessler, 2011).

### **Job Designing Approach and employee job satisfaction**

In job design there are three approaches, namely, *First*, the Mechanistic Approach. Using a mechanistic approach which is also referred to as the scientific management approach, work designers strive to design work so that tasks can be carried out as efficiently as possible. This task can assist in conducting research on motion and time as well as incentive pay systems, each with the aim of achieving high productivity. Usually, the core of the work involves almost all physical activity, not mental activity. For the sake of efficiency, work is often divided into small, simple, standardized, and repetitive tasks performed by one person. As a result, the individual and each of his work becomes very special.

*Second*, the Human Factors Approach. This approach is taken into account in planning work including the physical dimensions of the human body, the mechanical principles governing body movement and physiology. Knowing the dimensions of the human body will make it easier to design equipment used in work. The aim of this approach is to design equipment that fits all parts of the physical body of the person who will use the equipment. This approach is often referred to as ergonomics.

*Third*, the Motivational Approach. This approach starts with the assumption that work can be designed to stimulate employee motivation and increase job satisfaction. This assumption does not contradict the human factors approach, but contradicts the mechanistic approach. There are two types of motivational approaches, namely: (a) Contemporary individual motivational approach, namely employees who value meaning, value responsibility, and know the results, for job enrichment to provide core work characteristics will provide positive work and individual results, and (b) Contemporary team approach. While the contemporary individual and scientific approaches design work for each individual, the contemporary team approach designs work for groups of individuals. This team design generally demonstrates an attention to individual social needs as well as technological constraints. Teams of employees often rotate work and may follow the product they are working on until the final stages of the process. In contemporary team designs, each employee learns to handle multiple tasks, some of which require different skills. When faced with this decision the team generally tries to involve all its members.

One of the main tasks in human resource management strategy is to create the basics of strategy and implementation of human resource management so that companies can compete effectively. Human resource management strategies will be able to create competitive advantage because human resource management strategies will provide the basis for how employees work. The process related to the human resource strategy and the competitive advantage strategy of the company to reach the top, followed by two different approaches.

The first approach, is to identify the implementation of high-performance work. Implementation of high performance is the application of an orderly work process so as to create an effective and efficient work system. The search for identification of the implementation of high-performance work will affect the performance of employees and companies because companies will be increasingly busy with the application of various literatures focused on human resource management strategies.

Empirical results from studies of high-performing work systems are generally positively influenced by the practices of certain human resource management strategies that are reflected in organizational financial performance. Some research results also find that best practices often do not match what is expected, sometimes produce conflicting outputs, but this condition

is not universal and tends to occur as a result of ignoring any input given actively by employees. Truss (2001) stated that one of the core problems underlying the best practice approach is the lack of consensus among academics and practitioners about high performance so that this concept continues to be the subject of academic study. The second approach is strategic management, based on the concept of human resource management practices and policies should guide decisions about the strategic direction and position of the organization in the market so that companies can create competitive advantages.

Some researchers argue that efforts to link or find compatibility between business strategies and human resource strategies provide a less strong foundation because this strategy is in fact very difficult because some companies only compete in certain parts of the company, especially only prioritize access to capital, technology that superiority, and the availability of natural resources. In addition, empirically many research results show that human resource strategies change according to business strategies, but business strategies are hampered by the short product life cycle so that companies experience difficulties in implementing sustainable competitive strategies. If we examine these findings, we only focus on the company's short-term goals in creating competitive advantage. It should be realized that the human resource management strategy will be more beneficial in the long term for the company, so that the company is able to develop and have a sustainable competitive advantage in creating corporate value, because academically and in business it has been proven that the human resource management strategy in the long term has provided great influence in the creation of a sustainable competitive advantage (Abdullah Husaini, 2017).

### **Challenges and issues in human resource management**

In managing the company (Marwansyah, 2016), sometimes management has difficulty carrying out operational activities in accordance with the ideal work context. Issues related to financial status, market capacity conditions and overall company strength are important parts that need to be considered. From the results of several studies, it was found that there were 5 human resource management errors, namely: (1) Too involved personnel closeness in handling employees (2) Late in developing employee competencies (3) Working not based on the system (4) Forgetting Employee Career Paths and (5) Forgot to Fix the Compensation System.

Not only in large companies, human resource management is also very necessary for small companies even though they only contain a few employees. However, because the scope is smaller, sometimes human resource management in small companies tends to be managed by people who are not in their fields. This situation then resulted in errors in the human resource management process. Some of the errors encountered included: (1) recruiting too quickly, (2) not allocating sufficient resources for training, (c) failing to address performance problems, (d) indiscriminately making layoffs (layoffs), (e) not comply with labor laws and (f) classification of employees.

### **CONCLUSION**

Human resource planning is the process of planning the workforce to suit the company's needs and to be effective and efficient in helping the realization of the goals of an organization. The purpose of human resource planning is to realize the vision and mission of the organization in order to achieve it with effective and efficient strategies so that the quantity and quality of the required human resources are met. The human resource planning method consists of 2 methods, namely scientific and non-scientific. There are 6 steps to implement human resource planning starting from determining the quality and quantity of human resources to informing the organization's vision and mission to employees to be realized properly. Job design is the process of determining the specific tasks to be performed, the methods used in carrying out these tasks, and the way the work relates to other jobs in the organization. The purpose of job

design is to determine the tasks for each individual so that they have their respective responsibilities so that they can achieve their goals optimally which explains the provisions for the implementation of the work.

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