

Role of Human Resource Management in Improving Performance of Employees PDAM Tirtasari Binjai

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ABSTRACT

This study aims to examine the role of human resource management in improving employee performance CV. Mitra Jaya Bersama banjarbaru and how human resource management in PDAM Tirtasari Binjai according to management's economic perspective. The data analysis used in this study is to use qualitative methods by means of library research, interviews, and documentation conducted at the research object. The results of this study aim to determine that the role of human resource management is very influential in improving the performance of employees of PDAM Tirtasari Binjai, and also to find out how to improve performance by using the role of human resource management, and to find out how human resource management in the Pdam Tirtasari Binjai according to management's economic perspective.

Keywords: The role of human resource management, Employee performance

INTRODUCTION

Human resource management or HRM is an activity of processing human resources through job analysis planning activities, workforce planning, recruitment and selection, training and development, career planning, work performance appraisal to the provision of transparent compensation. To carry out the demands of today's tasks and especially to answer future challenges, human resource development is an absolute obligation for the company. Experience has shown that holding a very comprehensive introduction program does not guarantee that employees will immediately be able to carry out their duties satisfactorily. This means that employees, especially new employees, still need training in various aspects of the tasks entrusted to them.

Even advanced employees or employees definitely need to increase their knowledge, skills and abilities because there are always better ways to increase work productivity. If an employee is placed on a work assignment in a new environment, it is not impossible that there are bad or bad work habits that need to be improved. In a company, human resources are a very important factor, this is because a company certainly has a vision and mission to achieve common goals, but to achieve the goals that have been determined requires good and correct management. If an employee is placed on a work assignment in a new environment, it is not impossible that there are bad or bad work habits that need to be improved. In a company, human resources are a very important factor, this is because a company certainly has a vision and mission to achieve common goals, but to achieve the goals that have been determined requires good and correct management. If an employee is placed on a work assignment in a new environment, it is not impossible that there are bad or bad work habits that need to be improved. In a company, human resources are a very important factor, this is because a company certainly has a vision and mission to achieve common goals, but to achieve the goals that have been determined requires good and correct management.

The existence of human resources in a constantly changing environmental condition cannot be denied, therefore high adaptability is required so that they are not crushed by the change itself. Human resources must always be oriented towards the vision, mission, goals and objectives of the organization in which they are in it. Human resources are very vital organizational assets, therefore their roles and functions cannot be replaced by other resources. No matter how modern the technology is used, or how much funds are prepared, without professional human resources everything becomes meaningless (Tjutju, 2008).

Management according to Elbadiansyah (2018: 1) is a process in order to achieve goals by collaborating through people and other organizational resources, while human resources are in the form of humans who are driven and employed in an organization or company as a source of movers, thinkers and planners. to achieve the goals of the organization. According to Svadora & Silke in Rivai, (2004) says that the role of management in aspects of human resources must be managed properly, so that policies and practices can run as desired by the company, namely conducting job analysis, job planning, providing introductions, evaluating, communicating, provide counseling, mobilize work discipline, provide education, training and development, build commitment, provide work safety, provide guarantees, resolve complaints, and employee relations. Therefore, for a company the role of human resource management is a vital thing and must be considered properly, this aims to achieve company goals, if the management of human resources is good then this will certainly have an impact on the work pattern or performance of employees itself.

According to Soemohadiwidjojo (2015:71), individual performance is the result of individual work, organizational members or company employees, while organizational performance is the total work achieved by the organization. Basically, individual performance and organizational performance are closely related to each other. The achievement of organizational goals is certainly greatly influenced by the resources contained in the organization, including members who play an active role as actors in an effort to achieve the goals of the organization. The achievement of organizational performance is the aggregation or the summation of the performance of all divisions within the organization, while the achievement of divisional performance is the aggregation of the performance of all the individuals included in it.

The success and success of a company's performance is determined by the quality of its human resources. An organization will be successful and effective because it has good performance and is supported by quality human resources. while the achievement of division performance is the performance aggregation of all individuals included in it. The success and success of a company's performance is determined by the quality of its human resources. An organization will be successful and effective because it has good performance and is supported by quality human resources. while the achievement of division performance is the performance aggregation of all individuals included in it. The success and success of a company's performance is determined by the quality of its human resources. An organization will be successful and effective because it has good performance and is supported by quality human resources.

LITERATURE REVIEW

According to Aulia: 2018 in the title "The Role of HR Management in Improving Employee Performance at BRI Syariah Banks" revealed that the role of HR management has been proven to have a significant effect on improving employee performance, this has been proven by the increase in income at BRI Syariah banks. Islamic HR management at the BRI Syariah KCP Magelang bank makes employees have Islamic values and morals by applying honesty, integrity and spirituality that are upheld in their daily lives, besides that employees also perform routine morning prayers which are carried out together in order to ask Allah for smoothness before start work activities. Islamic moral values applied have an influence on employee performance because employees feel that every task or job given is a given mandate and employees feel it is a responsibility that must be completed, always work professionally, happily and sincerely because it will bring blessings and fortune.

METHODS

In this study, the research method used by the author is a qualitative descriptive method, which describes the data collected and analyzed. The subject of this research is on the role of human resource management with employee performance. The object of this research is PDAM Tirtasari Binjai which is located at Jalan WR Mongonsidi, Binjai City. The variables in this study are the role of human resource management (X) and employee performance (Y). In this study there are two types of data sources used, as follows. (1) The primary data collected in this study is the result of interviews, observations and documentation with problems related to work discipline on employee productivity. (2) This secondary data was obtained from the literature, previous research journals.

RESULTS

After conducting interviews, observations, and research at PDAM Tirtasari Binjai, regarding the role of Human Resource Management and also regarding the approach (perspective) of Human Resources Management to improve employee performance. Judging from the previous explanation and also the formulation of the problem, the researcher has several discussions as follows.

1. The role of Human Resource Management in improving the performance of PDAM Tirtasari Binjai employees

One of the big problems for companies is finding professional and skilled human resources in an instant, both in terms of technology, especially from a managerial perspective. If these HR problems are not corrected, then this will have a negative impact on the productivity, efficiency and competitiveness of the company. Therefore, one of the goals and strategies of the company is to develop technology, managerial, and professionalism of human resources, as well as increase productivity by improving employee performance. Based on security and direct research, it turns out that there are three roles of human resource management applied by PDAM Tritasri Binjai to improve the performance of its employees, namely:

- a. The Role of Human Resource Management Administration

This role is intended as a regulator of employees to have more qualified knowledge

in the field of administration, because this role is only carried out by one employee who specifically holds the administrative section at PDAM Tirtasari Binjai. who is in charge of data processing, including storing employee databases and archives, processing profit claims, organizational policies regarding employee welfare and maintenance programs, document collection, and so on.

b. **Operational Role of Human Resource Management**

This role at PDAM Tirtasari Binjai is more of a technical nature which serves as a guideline for processing job applications, selection and interview processes, compliance with policies and regulations, job opportunities with good conditions, training with development, K3 programs, and compensation systems, many activities that must be carried out. carried out in involving coordination with managers with supervisors at all levels of the company.

With this operational role, it really helps the company in adding employees or recruiting. As well as making it easier for companies to choose qualified employees who have work experience and have qualified skills in order to increase company income.

c. **Strategic Role of Human Resource Management**

The strategic role of PDAM Tirtasari Binjai serves to emphasize that people within the company are an important resource and a major investment for the company. In order for human resources to play a strategic role, they must focus on issues and long-term resource implications.

Based on the three descriptions above, it can be seen that the role of human resources is very essential in running a company because humans are the key to all problems that exist within the company. Human Resource Management is an effort to deal with various problems in everything related to employees, laborers, managers and all workers who support all activities of an organization or company in achieving the goals that have been targeted by the company. In essence, human resource management functions in processing the existing workforce, human resource management is usually in the Tirtasari Binjai PDAM company used in recruitment, management and direction activities for employees who work in the company, and provide the mobilization and knowledge to realize the company's goals. Human resource management has several functions as follows.

a. **planning (planning)**

In planning, human resource management functions as a measuring point in a previously well calculated decision regarding what steps will be taken by the company in the future, so that these goals can be achieved.

b. **Recruitment (Recruitment)**

In this process, recruitment functions in taking candidates as qualified and competent employees to be able to fill vacancies in the company. In the recruitment process, of course, requires careful decisions so that candidates who will become employees meet the qualifications and specifications according to their divisions, in order to achieve company goals.

c. **Selection (Selection)**

In the selection activity, a process will be carried out in finding the appropriate and most appropriate workforce or employees from several available candidates. The steps taken are first, receiving a letter of application, then after that a curriculum vitae will be checked. Furthermore, after these stages, a test will be carried out either through a written test or an interview.

d. Training (Training)

In training or training, an initial learning process or provision of skills and concepts will be carried out to improve employee performance. This training in a company has been regulated in the law in 2003. This training aims to provide, obtain, improve and develop work competencies.

e. Performance evaluation (Evaluation)

Performance evaluation is very important in human resource management. In this performance evaluation will be seen how the performance of employees in carrying out their duties. This performance evaluation is closely related to the monitoring and reporting functions and is useful so that companies can evaluate their performance and not make the same mistakes again.

f. Compensation

This function aims to provide direct rewards or remuneration, which can be in the form of money or goods for good performance for the achievements made by the employee. The principle of this compensation is fair and appropriate and in accordance with the performance.

g. Integration

Is an activity to unite the interests of the company with the needs of employees, in order to create good cooperation and can be good and can benefit both parties.

h. Maintenance

In this activity, maintenance or improvement in the mental, physical and loyalty conditions of workers will be carried out in order to create a long cooperation.

i. Stopping

Human resource management also regulates termination or termination of employment, which is the termination of a company's employment relationship with the workforce.

From the data and explanations about human resource management, we can see that human resource management has many important roles in the establishment of a company related to employment. A company will not exist without the company's employees who help the company's performance towards a better direction. With the existence of human resource management in the company, of course, corporate governance will be better monitored in accordance with company goals. With the existence of human resource management in the company, employee evaluations carried out regularly will be carried out properly and appropriately.

In other words, a company must have good human resources. Because, the management really determines how the company's performance and how to make a decision in a company in order to achieve the goals of the company. The existence of the role of human resource management in companies usually implements policies and practices

that must be carried out or carried out by employees so that they can be useful for improving the performance of PDAM Tirtasari Binjai employees.

2. How is the Human Resources Management of PDAM Tirtasari Binjai according to the Management Economic Perspective.

In studying HRM, there are three approaches that can be taken, namely:

- a. Mechanical Approach

Mechanization (oromazization) is replacing the role of human labor with machine power to do work. This replacement is based on considerations of economics, humanity, effectiveness, and greater and better capabilities.

This mechanical approach focuses its analysis on specialization, effectiveness, standardization, and treating employees like machines. Specialization deepens and the division of labor becomes more detailed as a result of the development of the company and advances in advanced technology. In this case, a worker only does one type of work.

- b. Paternalist Approach

In the paternalistic approach, managers for directing their subordinates act like fathers to their children. Subordinates are treated well, facilities are provided. Subordinates are treated well, facilities are provided, subordinates are considered as their children. For example, given a loan of money and set up a shop so that employees can buy their needs on credit.

- c. Social System Approach

This social systems approach views that the organization / company is a complex system that operates in a complex environment which can be called an external system.

Managers recognize and realize that the goals of the organization / company will only be achieved if harmonious cooperation is fostered between fellow employees, subordinates and superiors, and there is good interaction between all employees. This thinking is based on the existence of interdependence, interaction, and interrelationships among fellow employees.

The system is a process consisting of various elements or components that are structurally and functionally related to each other, support and complement each other, according to their respective roles and positions but as a whole are absolutely supported by each component, no matter how small the value.

So each system contains input (input), process, output (output), and is a unit that works alone. Communication that is applied should be two-way communication (two way / traffic), and positive feedback (feed buck). With two-way communication, mutual understanding will be fostered, which ultimately forms a good and beneficial social relationship. According to P Siagian, there are 6 perspectives or approaches in implementing the relevance and importance of HRM.

- a. Political Point of View. This perspective starts from the belief that human resources are the most important asset owned by an organization, starting from the macro and even international levels to the micro level. Human resources who are educated, skilled, capable, disciplined, diligent, creative, willing to work hard, loyal to the

- ideals and goals of the organization, will have a very positive effect on the success and progress of the organization.
- b. **Economic Point of View.** This point of view departs from the view that human resources are homo economicus, creatures whose activities / activities are economically, productive, and are also the center of all success.
 - c. **Punishment Point of View.** This perspective holds that human resources must be balanced between their obligations and rights in achieving organizational goals. If the treatment of obligations and rights is not balanced, problems will arise, including strikes and so on.
 - d. **Socio-cultural point of view.** This view departs from two parts of the human self, convinced of actualization (existence) and dignity and worth. Where in this actualization is an attitude of acknowledgment of his existence in the community, while dignity is an acknowledgment of his identity in society.
 - e. **Administration Point of View.** This point of view departs from the assumption that to achieve a common goal in this organization it is necessary to have an administration within the organization.
 - f. **Technology Point of View.** With the development of the era followed by the rapid development of IT, human resources are required to always improve their abilities, especially in the IT field.

Human Resource Management at PDAM Tirtasari Binjai according to the Management Economic Perspective, namely that improving employee performance at PDAM Tirtasari Binjai uses a management economic perspective or perspective by using the six points of view contained in the management economic perspective or perspective. The uses of these six points of view for PDAM Tirtasari Binjai are:

- a. The political point of view is as a belief that employees must have that within themselves they have management knowledge which plays an important role in carrying out their duties and work to the maximum extent possible by having such thoughts will make employees better able to improve their performance.
- b. The economic point of view is that the employees of PDAM Tirtasari Binjai are creatures who are economically active, produce, and are also the center of all successes that have been carried out within the company.
- c. The legal point of view is the rules applied by PDAM Tirtasari Binjai which must be obeyed by employees so that employee performance can increase by obeying existing regulations.
- d. The socio-cultural point of view is to convince employees that they have value and dignity in the company by having such beliefs will make employees more comfortable in the company environment and make it easier for employees to improve their performance in the organization or company.
- e. The administrative point of view is to ensure that the administration within the company is running well so as to create confidence in employees that the company will have good development in the business world and make employees more secure for financial problems.

- f. The technological point of view is that the employees of Pdam Tirtasari Binjai have knowledge of technological advances by having sufficient knowledge it will make it easier for employees to improve their performance in order to achieve company goals effectively and efficiently.
3. Barriers or obstacles faced at PDAM Tirtasari Binjai
In improving employee performance through human resource management, there are also obstacles and constraints experienced by PDAM Tirtasari Binjai. The obstacle faced by PDAM Tirtasari Binjai employees to improve their performance is the time at work that is not in accordance with the provisions that have been made previously. After the researchers conducted interviews with PDAM Tirtasari Binjai employees, they concluded that the hours of returning from work given to employees were not in accordance with the provisions of the previous working hours. According to the employees' information, the employees' return time is set with the targets set by the employees on that day, for example:
Things like this should be balanced with additional rest periods and additional direct consumption which usually makes employees more fit at work. And things like that are what make employees less concentrated at work and also hinder employees from being able to improve their performance within the company, and make the company's goals to be achieved less than optimal.
4. Solutions to the Barriers or Constraints faced by PDAM Tirtasari Binjai
The solution provided by researchers to overcome the obstacles and constraints faced by PDAM Tirtasari Binjai in improving employee performance is by providing more rest time and providing additional food to employees who get longer time to go home so that the rich are more fit and easier to concentrate in doing their work. And also provide compensation to employees who often do their work with longer time to go home, so that employees are more enthusiastic and active in doing their work. With such a solution, it will certainly make employees able to improve their performance and will make the company's goals will be achieved effectively and efficiently.

CONCLUSION

Based on the results of research that has been carried out regarding the role of human resource management in improving the performance of PDAM Tirtasari Binjai employees, it can be concluded that the role of human resource management has a direct positive effect, this conclusion is shown by the results of the following analysis:

1. The PDAM Tirtasari Binjai company is engaged in the field of regional drinking water companies, namely by facilitating collaboration with PDAM Tirtasari Binjai.
2. There is a positive influence from the role of human resource management in improving employee performance, it can be seen from the results of the analysis that the role of human resource management carried out by PDAM Tirtasari Binjai has three very important main roles, namely the administrative role, operational role, and strategic role. This role is essential in running a company because humans are the key to all problems that exist in the company. And with the existence of these three roles, it is

easier for the company to apply a regulation that is useful for improving employee performance.

3. From the results of research conducted by researchers that the role of human resource management has been implemented properly by PDAM Binjai, it can be seen from the continued development of employee performance through the role of human resource management.

Suggestion

The suggestions that can be given after conducting research on PDAM Binjai which are expected to be useful in improving employee performance both now and in the future are as follows.

1. According to the authors of the research, the Binjai PDAM company must maintain the role of human resource management to improve employee performance.
2. From the results of the research conducted that there are several obstacles that occur in the Binjai PDAM company that can hinder the improvement of employee performance and from there the company must conduct a discussion that discusses these obstacles and looks for a joint solution that is useful for solving these obstacles, so that these obstacles can be overcome. overcome and make employees more enthusiastic at work.
3. For further researchers, it is expected to be able to further expand the study of the role of human resource management in improving employee performance in order to obtain more valid results. And not only fixated on this research.

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