

HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES IN IMPROVING EMPLOYEE-BASED PERFORMANCE *TOTAL QUALITY MANAGEMENT (TQM)*

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ABSTRACT

Human resources (HR) is an important thing for the organization because it is the main driver of activities carried out by the organization. In this HR company is a company employee, the performance of quality employees will determine the success or failure of a company. Thus, the need for human resource management (HRM) based on total quality management (TQM) to always improve employee performance. This study aims to determine human resource management (HRM) practices in improving employee performance based on total quality management (TQM). This research uses a descriptive method with a qualitative approach. Descriptive research is used to explain various events that occur. Meanwhile, a qualitative approach to explain events that occur in real and reasonable situations. The results showed that appropriate human resource management (HRM) practices can develop its assets, namely human resources. Various coaching and development in order to encourage human resources to have quality shown by employee performance. So that the practice of human resource management (HRM) in improving employee performance based on *Total Quality Management (TQM)* is a very important effort to maintain and improve employee performance so that the company can survive in increasingly fierce competition.

Keywords: Human Resource Management, Employee Performance, Total Quality Management

INTRODUCTION

Human resources (HR) is the most important asset for organizations because HR is the main driver of organizational activities, both as operators, maintainers, producers, to designers of every system in the organization (Hall et al., 2022). Quality human resources will determine success or failure in competition. The quality of human resources relates to the skills, abilities and work skills of a person which refers to: 1. Knowledge (*knowledge*) namely mastery of science and technology obtained through the learning process and experience 2. Skills (*skill*) to physically manipulate an object, 3. Ability (*abilities*) That is the attitude to do tasks in entrepreneurship (Atmaja & Ratnawati, 2018).

In relation to human resources, human resource management (HRM) is present to overcome various problems that exist in the scope of employees, employees, laborers, managers and other workers in order to support the activities of the organization or company in order to achieve predetermined goals (Halsa et al., 2022). As for *Total Quality Management (TQM)* which is a way of continuously improving performance (*Continuously Performance Improvement*) At every level of operations or processes within any functional area of an organization using all available human resources and capital (Suartina et al., 2019).

Previous research conducted by Supriyadi et al., (2020) states that HR management has a strong relationship in influencing employee performance. Research Gaddafi (2018) also shows that the variables of employee empowerment and job design which is an indicator of human resource management (HRM) affect the performance of employees working in the industrial sector on the island of Batam.

The novelty in this research is to examine human resource management (HRM) practices in improving employee performance based on total quality management (TQM). Not only that, an analysis of several indicators in management that affect employee performance was also carried out in this study by comparing several previous studies.

Based on the background above, considering the importance of the position of natural resources, employees as human resources in the company need to always improve their performance. So the need for human resource management (HRM) and total quality management (TQM) in order to contribute to improving employee performance. Thus, this study aims to determine human resource management practices in improving employee performance based on total quality management (TQM).

RESEARCH METHOD

This research uses a descriptive method with a qualitative approach. According to Ibrahim in Jayusman & Shavab, (2020) Explaining that the descriptive method is a research method that seeks to describe a symptom, event, event that occurs at the present moment. The qualitative approach aims to gain a masterminded understanding of human and social problems, not describe the surface part of reality (Fadli, 2021). The qualitative approach is descriptive by trying to obtain a deeper picture and a holistic or thorough understanding, based on a reasonable situation (*natural setting*) from the phenomenon to be studied, and the researcher himself acts as a key instrument to obtain the required data (Yusanto, 2019).

Based on this understanding, it can be concluded that descriptive research is carried out to be able to explain various events that occur. In this study, researchers want to know the actual situation regarding the role of human resource management in improving employee performance based on *total quality management*. *The approach used by* researchers is a qualitative approach to explain events that occur in real and reasonable situations.

RESULTS AND DISCUSSION

The Importance of Human Resource Management (HRM) in Improving Employee Performance

Reliable human resources can also be utilized in achieving organizational competitive advantage, reliable human resources can also be utilized in achieving an advantage of 158 competitive organizations (Rosiadi et al., 2018). Ordinary Human Resources is also defined as an employee or employee. Employees largely determine how a company will develop in the future. A dynamic company will always increase its productivity through its consistency in order to produce the best performance and maintain a competitive advantage. And the factor that is most considered potential in providing competitive advantage to the company is Human Resource Management and related to how to manage these resources well (Susilawati & Subroto, 2021).

According to Khan et al., (2019) explains that the integration of approaches to HR practices will increase employee satisfaction and commitment which consequently leads to tremendous improvement in individual and team performance. Employee effectiveness largely depends on the impact of HR practices on employee behavior. Simbolon et al., (2021) identify recruitment and

selection, training and development, participation and rewards as HR practices. Training and development, teamwork, performance appraisal, compensation/incentives, human resource planning and job security assistance can improve performance including increased employee productivity, product quality and company flexibility.

According to Nurjaman et al., (2020) Human resource management (HRM) has the following characteristics: First, the HR system consisting of various HR elements, such as practices, is a subsystem of the management system. Second, employees are considered a source of sustainable competitive advantage; In other words, they are strategic resources. Third, from an analytical point of view, all of the above definitions identify subsystems as part of a macrosystem or organization at large. Fourth, all of the above definitions focus on the compatibility between HR and management strategy. Proponents of this way of thinking believe that optimal HR practices will vary with management strategies. They emphasize the importance of how HR strategies and systems fit together. The fifth characteristic is a focus on the effects that affect organizational performance.

Based on the description above, it states that the success or failure of a company is caused by the quality of its human resources. In a company, human resources are also called employees. The quality of employees can be seen based on their performance, this performance appraisal can be done by human resource management. So that human resource management has an important role in improving employee performance. Thus, human resource management has an important role in improving employee performance in the company.

Implementation of *Total Quality Management (TQM)* in Improving Employee Performance

Total Quality Management is a management system that elevates quality as a business strategy and is oriented towards customer satisfaction by involving all members (Muslim & Sururin, 2018). *Total Quality Management (TQM)* is also one of the concepts of improving the quality of company management that considers almost all aspects of the company (Zainal et al., 2021).

The implementation of TQM is carried out in a planned and directed manner so as to improve employee performance. Companies need to make an appropriate employee performance measurement to determine the characteristics and quality of performance and identify actions that can be taken in an effort to improve employee performance. Application *Total Quality Management (TQM)*, employees work in groups, so this gives employees a feeling of satisfaction to work in the organization (Sari et al., 2018). TQM provides hands-on practice in management, process and HR to improve material services at all processes and levels to meet current and future customer needs (Suwarno et al., 2020).

According to Chaerunisak & Aji, (2020) The implementation of TQM improves company performance through leadership and through employee productive behavior. The application of good TQM is proven in companies that have provided training to employees so as to determine the standards of employee quality management (Sitio, 2022).

There are five main elements in the application of TQM according to Saril, (2019) that is; (1) customer focus, (2) systematic process improvement, (3) long-term thinking, (4) human resource development, and (5) commitment to quality.

Based on the explanation above, it is stated that *Total Quality Management (TQM)* has a focus on customer satisfaction but still involves employees. This means that to get customer satisfaction, it is necessary to have good quality employees. The quality of employees can be measured from the appraisal of their performance. So that in its application, *Total Quality Management (TQM)* can improve employee performance to get customer satisfaction.

Human Resource Management (HRM) Practices in Improving Employee Performance Based on *Total Quality Management (TQM)*

The quality of human resources that concerns two physical, namely physical sapek (physical quality) and non-physical (non-physical quality) which concerns the ability to work, think, and other skills. Therefore, efforts to improve human resources can be directed at these two aspects. Improving the quality of human resources is an absolute prerequisite for achieving development goals. Human Resources as the core of development is one of the inputs (*factor*) which determines the success of development, as well as output or to be produced from the national development process (Qalbi, 2019). Human resources are considered increasingly important role in achieving goals, then various experiences and research results in the field of human resources (HR) are collected systematically in what is called human resource management (Indriyani, 2020).

HR management is matters that include coaching, using and protecting human resources both in working relationships and those who strive alone (Susan, 2019). According to Hasibuan in Ekawati, 2018) The scope of human resource management includes: (a) Planning, (b) Organizing, (c) Directing, (d) Controlling, (e) Procurement, (f) Development, (g) Compensation, (h) Integrating, (i) Maintenance, (j) Discipline, (k) Termination.

As for *Total Quality Management (TQM)* is a way to continuously improve performance at every level of operations or processes in every functional area of an organization using available human resources and capital (Sitio, 2022). TQM, as a driver for improving performance, is not only applied to cope with unexpected and disruptive emergencies (Xiao et al., 2022).

According to research Sari, (2021) To improve quality and quality, it is necessary to implement *Total Quality Management (TQM)* in human resource development (HR) in educational institutions. This is very important because TQM applies the principle of continuous improvement, and human resources are a very valuable asset for educational institutions. Therefore, human resources must be managed and developed properly so that educational institutions can remain competitive and develop in the future.

CONCLUSION

Based on the results of the study, it can be concluded that the importance of the position of human resources (HR) in a company. In this case, HR is a working employee, so the quality of HR needs to always be improved. The quality of human resources is measured by the performance of the employees themselves. Thus, human resource management (HRM) which plays a role in coaching, using and protecting human resources has the task of improving employee performance. In addition, there is also *Total Quality Management (TQM)* which focuses on customer satisfaction carried out by employees so that *Total Quality Management (TQM)* also plays a role in improving employee performance. Direct *Total Quality Management (TQM)* practices in management, processes and human resources to improve material services at all processes and levels to meet customer needs.

Proper human resource management (HRM) practices can develop its assets, namely human resources. Various coaching and development in order to encourage human resources to have quality shown by employee performance. So that the practice of human resource management (HRM) in improving employee performance based on *Total Quality Management (TQM)* is a very important effort to maintain and improve employee performance so that the company can survive in increasingly fierce competition.

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