

Strategic Management of Human Resources on Organisational Quality

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Received 19 September 2024, Revised 20 January 2025, Accepted 25 March 2025

Keyword	Abstract
Organization, Human Resources, Strategy	<i>Improving organizational quality is very dependent on effective human resource management. Strategic human resource management plays an important role in designing and implementing policies that support the achievement of an organization's goals. This research is based on the challenges faced by organizations in optimizing human resource potential to achieve superior performance. Human resource management includes a series of planned practices that aim to attract, develop, motivate and retain members who have qualifications according to the organization's needs. The aim of this research is to analyze how the implementation of human resource management strategies can improve organizational welfare, both in terms of operational efficiency and individual performance effectiveness. The benefits of implementing this strategy include increasing productivity, developing a positive work culture, and achieving long-term competitive advantage for the organization. It is hoped that the results of this research will provide insight for organizational managers in integrating human resource strategies to improve organizational quality.</i>

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I. Introduction

Improving organizational quality is very dependent on effective human resource (HR) management. Strategic human resource management (HRM) plays an important role in designing and implementing policies that support the achievement of an organization's goals. Human resources are the main factor in an organization that is built based on needs and implementation interests.

The importance of human resource strategy for organizations includes involving all parties in the organization, concentrating on the continuity of the organization with goals and creating added value, organizational strategy covering the entire reach and depth of the organization, directing change and covering the organization and its environment, a development center for sustainable competitive advantage, developing strategies that are very crucial to spur success.

The effectiveness of an organization is greatly influenced by its HR management. Organizational performance increases when they are highly motivated, innovative, and creative. Therefore,

improving HR skills is necessary. Through staff development and training, employee skills are enhanced. The next step in the recruitment process is HR development, with the aim of ensuring and maintaining the continuity of compliance of the existing workforce with the qualifications required to fulfill plans that are in line with business strategy and ensure that business plans and goals can be achieved. meet as scheduled. Development is an investment that will increase human output in the future. When HR development initiatives are implemented properly, the capabilities and qualifications of the workforce can be improved, which can have an impact on expanding company productivity.

According to Kasmir (2016), "HR development reflects the hidden interests and skills of employees and changes employee behavior in accordance with the company's wishes." Development includes all activities that improve human resource standards, not just those achieved through higher education. Development gives more weight to the overall needs of the company in the long term. Results take time to materialize and can only be assessed over a long period of time. While development prepares

workers for future jobs, training seeks only to improve current job performance.

II. Literature Review

The literature review in the context of human resource management (HR) in mutual organizations includes a number of relevant concepts and theories. The following are some elements that can be included in a literature review:

Human Resource Management Theory: Outlining classical and contemporary theories in HR management.

Recruitment and Selection: Convey the importance of an effective recruitment process and appropriate selection techniques, as well as their impact on organizational performance.

III. Methode

The method for writing this article uses library research methods. The library research method is a research approach that utilizes information sources available in the library, in the form of books, journals, articles and other electronic sources. In the context of research on strategic human resource management of organizations, this method will be used to collect and analyze relevant information to support understanding of this topic.

The library research method allows researchers to explore various existing sources of information and develop an understanding of strategic human resource management and its impact on organizational quality. By using this approach, it is hoped that research can make a meaningful contribution to the development of HR management science and better organizational practices.

IV. Result and Discussion

The Role of HR in Improving Organizational Quality

According to Drs. H. Malayu S.P. Hasibuan (Hasibuan & Hasibuan, 2016), that the role of human resource management is to regulate and determine personnel programs that cover the following issues:

- a) Determine the number, quality and effective placement of workforce in accordance with company needs based

on job description, job specification, job recruitment And job evaluation.

- b) Determine the withdrawal, selection and placement of employees based on above the right man on the right place dan the right man on the right job.
- c) Establish welfare programs, promotion development and termination.
- d) Forecasting the supply and demand of human resources in the future.
- e) Estimating the state of the economy in general and company development in particular.
- f) Closely monitor Labor laws and similar company compensation policies.
- g) Monitor technical progress and trade union development.
- h) Carrying out education, training and employee achievement assessments.
- i) Manage employee transfers both vertically and horizontally.
- j) Manage retirement, dismissal and severance pay.

If applied accurately and wisely, HR management is able to maximize the performance of a company so that its development can run even more optimally. Because of its important role in the development of the company, understanding HR management is something that must be done by company owners and HRD employees. Human resource management includes all manager activities to attract and retain workers or employees to ensure that they work at the best level and participate in achieving organizational goals according to (M. Bukhori, 2005). According to (Suwatno, 2011) human resources always play an active and dominant role in every organization, because human resources are planners, actors and determinants of the realization of organizational goals. Therefore, every organization is required to use professional human resources in the field of work handled.

Recruitment and Selection

Recruitment and selection is an important process in human resource management (HR) which aims to get the right employees to meet the needs of the organization. This process not only focuses on filling vacant positions, but also

contributes to improving the overall quality of the organization.

1. Recruitment

Recruitment is a series of activities that begin when a company or organization needs workers and opens vacancies until it finds the desired/qualified employee candidates according to the existing position or vacancy. Thus, the goal of recruitment is to receive as many applicants as possible according to the company's qualification needs from various sources, so that it is possible to attract prospective employees with the highest quality from the best.

Recruitment Principles

1. The quality of employees to be recruited must be in accordance with the needs required to obtain appropriate quality. For this reason, it is necessary to create: Job Analysis, Job Description and Job Specifications
2. The number of employees required must be in accordance with the jobs available. To achieve this, it is necessary to do: Forecasting labor needs, and analyzing labor needs (*workforce analysis*).
3. Required costs are minimized.
4. Planning and strategic decisions regarding recruitment.
5. *Flexibility*.
6. Legal considerations.

2. Selection

Selection is an activity in HR management that is carried out after the recruitment process has been completed. This means that a number of applicants who meet the requirements have been collected and then choose which ones can be appointed as employees in a company. This selection process is called selection. The selection process is a tool used in deciding which applicants will be accepted. The process begins when an applicant applies for a job and ends with an acceptance decision.

Selection Process and Stages:

The selection process is the steps that applicants must go through until they finally reach a decision whether they are accepted or rejected as new employees. This process differs from one company to another. This process generally includes evaluating requirements, testing, interviews, physical exams. In the selection

process various types are used to evaluate requirements and especially for testing. There are two important concepts that must be considered for this selection equipment, namely reliability and validity.

Recruitment and selection include HRM functions which have a strategic role in preparing and providing human resources in accordance with job needs as determined in the job analysis, especially descriptions and specifications. These two activities are preceded by job analysis and human resource planning activities. This means that recruitment and selection activities must be based on the needs experienced by the organization, both physically and in terms of abilities and skills. Implementing these two activities in a reasonable manner and carried out in accordance with good management principles will be able to prevent an organization from experiencing a surplus of employees, unless due to external factors that cannot be controlled by the organization itself.

Better selection and recruitment arrangements also have a big impact on the implementation of other HR functions, such as orientation and placement, training and development, career planning and development, performance evaluation, compensation. The full implementation of the recruitment and selection function is the managerial responsibility of the HR department in a company. This means that not all recruitment and selection activities are carried out by each employee either individually or in a company such as a recruiter, various tests are carried out which are not necessarily owned by a company.

HR Training and Development

Organizations must employ competent and motivated employees. This need is felt to be increasingly acute as organizations grapple with the challenges presented by an increasingly globalized, fast-moving and highly dynamic economy. In order to be able to compete and develop rapidly, many organizations include employee education, training and development as part of the organization's main strategy. HR managers in large organizations place training and development as the most important functional area, followed by other functions.

Training is more focused on increasing the capabilities and expertise of the organization's human resources related to the position or

function that is the current responsibility of the individual concerned (current job oriented). The target to be achieved from a training program is to increase individual performance in the current position or function. Meanwhile, development tends to be more formal, involving the anticipation of individual abilities and skills that must be prepared for future positions.

Training and development is one solution to a number of problems with the decline in the quality of performance of organizations or institutions and agencies caused by decreased ability and obsolescence of skills possessed by employees or workers. But training and development is not the main solution that can solve all the problems of an organization, institution or agency. However, it leads to improving the good and correct performance of employees or workers. And the purpose of training and development is to change attitudes, behavior, experience and performance.

Training is the creation of an environment where workers can acquire and learn specific attitudes, abilities, skills, behavioral knowledge related to work. Training is a series of activities designed to improve an individual's skills, knowledge, experience or change attitudes. Meanwhile, development is the preparation of individuals to take on different or higher responsibilities within the organization. Development usually relates to increasing intellectual or emotional abilities necessary to perform better work.

The implementation of HR training and development is often inefficient and ineffective. Not a small amount of costs are incurred, it even seems like a waste of funds. Many employees who have participated in training or development have not been able to implement what they learned during the training or development. Therefore, it is necessary to pay attention to these things in designing effective training and human resource development.

HR managers or those responsible for implementation or development before implementation need to make plans, steps, paying attention to the characteristics, principles and components that need to be considered in HR training and development. Apart from that, it is also necessary to know effective training and human resource development strategies. In this way, HR training and development programs can be implemented efficiently and effectively. After

participating in training and development, participants can implement what they have gained during training or development in their work so that the expected goals can be achieved.

Organizational culture

Company culture is one way to building human resources company through aspects of changing attitudes and behavior. This aims to make employees become better individuals and can adapt to face the challenges of the industrial era society. It's here HRM function in the organization is required.

In other words, culture within the organization is an invisible social force. However, it is able to mobilize people in it to do work effectively and efficiently. Employees in the organization will learn and adapt to the prevailing culture, what is good and bad, right and wrong, dos and don'ts, and other rules.

At the same time, every member realizes that the role of organizational culture is very important for the progress of the company and work results. Organizational culture refers to the beliefs and principles of an organization.

Every organization has its own unique culture. This is the same as humans. Each individual has their own personality traits, where no two individuals have the same characteristics and behavior. Therefore, every organization has vision and e.g., different policies, values, rules, and guidelines in creating a self-image or *personal branding*.

Recruitment is a series of activities that begin when a company or organization needs workers and opens vacancies until it finds the desired/qualified employee candidates according to the existing position or vacancy. Thus, the goal of recruitment is to receive as many applicants as possible according to the company's qualification needs from various sources, so that it is possible to attract prospective employees with the highest quality from the best.

There are two types of organizational culture opposites, namely strong culture and weak culture. Organizational culture strong, conditions in which members can adapt well, respect policies and comply with company guidelines. With this culture, the company can work well and productivity increases. Not infrequently they accept roles and responsibilities voluntarily and based on their wishes.

Different from organizational culture weak. Conditions when employees accept roles and responsibilities because they are afraid of their superiors. In this case, employees do work under duress and the results are less than optimal.

The function of organizational culture is to regulate all activities that occur in the organization so that the organization runs smoothly and achieves the expected goals. Organizational culture also has the following benefits:

1. Facilitates the coordination of activities within an organization.
2. It makes it easier for individuals or members to communicate, because there are shared attitudes and behaviors organizational cultural values.
3. Organizational activities run smoothly, the organization achieves, and can make decisions quickly and accurately.
4. Creating harmonious relationships and good cooperation between members, so that productivity and work motivation increase.
5. Apart from that, several experts, such as Robbins (1993) in Sutrisno (2010:28) also stated several cultural benefits, namely;
6. Overcoming different roles in each organization, by building strong and inherent cultural roots within each member.
7. Organizations have their own characteristics and identities for each member of the organization within them.
8. Stability organization well maintained.
9. Prioritize shared goals over individual interests.

Intpretation

HR plays a key role in achieving organizational goals. In this context, the role of HR is not only limited to workforce management, but also includes developing individual potential to support the organization's vision and mission.

Recruitment and selection are very important initial stages. This process must be carried out carefully to ensure that individuals joining have skills and values that align with the organization's culture. The right selection can improve team performance and contribute to innovation and productivity.

HR training and development is also a vital element in improving employee capabilities. Investment in training not only improves individual competency, but also strengthens collaboration between teams. By providing opportunities for learning and development, organizations can create an environment that encourages creativity and adaptability.

Organizational culture, on the other hand, is the foundation that influences employee behavior and attitudes. A positive and inclusive culture will encourage employees to contribute optimally, create a sense of belonging, and reduce turnover rates. When HR feels recognized and appreciated, they tend to be more committed to organizational goals.

Overall, effective HR management can improve the quality of an organization through an integrated process, from recruitment to continuous development. With the right approach, organizations can create a productive and innovative work environment, ultimately contributing to long-term sustainability and growth.

V. Conclusion

HR has a very vital role in achieving organizational goals. HR not only functions as a workforce manager, but also as the main driver in creating a productive and innovative work environment. An effective recruitment and selection process is essential to ensure that the organization gets the right employees, who match the organization's values and needs. Through in-depth needs analysis and appropriate selection methods, organizations can attract and select quality prospective employees.

HR training and development is a crucial investment to improve employee skills and knowledge. A good training program not only improves individual performance, but also prepares employees to face challenges and changes that may occur in the future. Additionally, employee development contributes to retention and job satisfaction, which in turn improves overall organizational performance.

A strong and positive organizational culture also plays an important role in the success of an organization. A culture that supports collaboration, innovation and high performance can increase employee motivation and create a conducive work environment. The values and norms adopted by an organization influence employee behavior and can improve the reputation and competitiveness of the organization. Therefore, building and maintaining

a good culture requires inspirational leadership and open communication.

Overall, integration between HR roles, recruitment and selection processes, training and development, and organizational culture is very important to achieve organizational success and sustainability.

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