

IMPROVING THE QUALITY OF ORGANIZATIONAL PERFORMANCE MANAGEMENT BY REPOSITION OF HUMAN RESOURCES ROLE FOR COMPETITIVE ADVANTAGE

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Abstract

The success of the organization is supported by performance management. Human Resources employees are the main asset for the success of the achievement of the organization's mission and vision. Effective performance management provides the basis for communicating the mission, values and goals of the organization to the employees. Management process can ensure that all Human Resources can understand the applied rules and maximize its contribution to the development of organizational performance. Along with the development of technology and information, and the higher competitive level for the achievement of organizational goals, both public and non-public, the performance management that orients to the success of goal, administration and development of strategy is required. The success of the preparation of the organization policies is also supported by the management of Human Resources. The achievement of a competitive advantage in performance management needs to be built so that the Human Resources is able to make changes by repositioning the role of Human Resources. The following strategic roles of human resources: connecting role, enabling role, monitoring role, innovating role, and adapting role, are need to be implemented and continued into organizational culture. Building up the culture requires changing management, which is a part of performance management.

Key Word: Human Resources, Quality of organization

INTRODUCTION

In the scope of organization, human is a human capital that has high economic value. Human resources who have experience, knowledge, and work skill will shape human behavior that has the potential to support the achievement of organization's mission and vision. Implementation of vision / objectives is conducted through the role of human resources covering various levels of organization, from the leader position at the top of level to the operational staff at the bottom of the level. The whole elements of human resources components become necessary when they are positioned as a modal to build capacity either institutional or individual. In the process of achieving goals, it requires the role of human resource as modal by empowerment of human resource, thus can optimally contribute in the success of organization. The existence of human resources is an important factor in performance management. The performance management basically has objective that the mission or vision of organization could be interpreted clearly, understandable by all member, and has certain indicator about goals and targets to be achieved.

One aspect of performance management is to understand human behavior in organization. Humans have the potential that can be developed in meeting the demands of qualifications or requirements required in the organization. The potential will develop in an

environment that conducive. The conducive environmental conditioning will depend largely on the culture that takes place in work situations. Organizational culture can be formed through the perception of the existing human resources. Perceptions that arise in individuals will be formed either through the socialization of the organization or the background of the individual. The potential of human resources is often hampered by bad perception. In order for all members of the organization to have the same perception required performance management in leadership to direct the potential of human resources on a constructive path. Richard L. Daft (2005) explains that human behavior can be directed as well as the needs of the organization. One of the efforts is through diversity awareness training. Such training can help recognize the diversity of human behavior so that prejudice behavior can be directed toward positive values in support of achieving organizational goals. Such training can guide their way of thinking to have awareness of the needs of self and organization.

Another factor related to performance management is the personality factor. By definition, personality is a set of characteristics that underlie relatively stable behavior patterns in response to ideas, objects or people in their environment. Personality contains indicators of attitudes, perceptions, beliefs, value, mental and other characteristics. Human personality that appears on the process of achieving organizational goals will vary widely. Positive personality in building performance needs to be maintained and developed. However, the tendency of a deviant personality or deviation to the smoothness of an organization needs to be of particular concern. Organizations need to analyze personality because it is an important factor to see work capability and productivity. Luthan (1992: 85) explains: "some personality theory emphasize the need to regulate the person-situation inability, that is, the social learning aspect of personality". Realizing a good personality will be influenced by social interaction as learning. Luthans (1922) also explains: besides the biological, cultural, and family influences on personality, there is increasing recognition given to the roles of other relevant persons, groups, and especially organizations, which greatly influence an individual's personality.

REPOSITION OF HUMAN RESOURCES' ROLE IN ORGANIZATION

Performance management is approached by institutional and individual aspects. Individual approach is conducted through employee performance assessment. Performance appraisal is done as a means to assist the competitive advantage of human resources. From the assessment, it can be known how far the productivity of employees and how the next development will give employees some benefits. Institutionally, performance management is associated with performance appraisals that are integrated with the organization's mission / vision. Randall & Susan (1996) explain the benefits of performance appraisal information: individual performance recognition, promotional decisions, identification of the necessity of training and organizational development, HR planning and HR audits. Those benefits will provide encouragement on the element of leadership to put the role of human resources in managing its performance so that they have high competitiveness in the era of globalization. An important thing to understand in performance management is behaviorally anchored

rating scales (BARS). In this assessment, behavioral variables to be observed can be identified. Wilson (2002) explains that the assessment of employee behavior includes: norm-referenced assessment, absolute standard appraisal, output performance assessment. The level of employee awareness is necessary in performance appraisal because it will also impact career development and contribution to the institution. The employee awareness also important to obtain information about critical issues that needs to be responded and to be followed up. However, caution is required in the performance appraisal. Wilson (2002: 246-248) describes some of the biases in the assessments are "errors: the halo effect, the tendency of centralized judgment, too soft or hard, the influence of last impression"

There is a relationship of repositioning the role of human resources and organizational culture. Repositioning is a process of change. Repositioning the role of HR requires awareness of employees to enter a new culture within the organization. Moehariono (2014) explains that to achieve competitiveness of human resources, employees develop their capabilities through new role stages:

1. Connecting role. HR becomes the liaison. The existence of human resources in the organization becomes a catalyst between the organization and the business. HR has the role to entrepreneur the organization. Besides, HR makes an attempt to involve strategic issues of organization
2. Enabling role. The role of human resources is capable of facing challenges. Human resources are able to perform job strategies as a result of the dynamics of change.
3. Monitoring role. Employees have a role to participate in the supervision of HR information systems, concern for human resource issues.
4. Innovating role. HR is able to contribute in the renewal of organizational aspect, increasing the effectiveness of human resources
5. Adapting role. HR has flexibility related to organizational bureaucracy. HR is capable and easy in adjusting the changes in the organization,

In the development of the organization there is transformation of the role of HR department. Ulrich in Moehariono (2014) explains that there are four roles: 1) strategic partner that is able to be a partner for line managers and other management in planning and make strategy achievement, 2) administrative expert as an expert in organizational efficiency and can minimize costs by not decreasing quality, 3) employee champion that enhances employee contribution and commitment to management, and 4) change agent that becomes a change agent and helping process of cultural change in improving organization capacity.

The role of HR shifts due to new HR policy. The organization improves the quality of human resources and is proactive in every change. The challenge of change is a new issue. The competitive challenge is the adjustment of new culture and change. The role of human resources must be able to explain, define and clarify why cultural change takes place. Next is to decide the new culture and look for alternative approach to the success of cultural change.

The strategy to build performance in the organization is to create a conducive environment through the development of a culture that refers to the organization's goals and mission. The purpose of the organization must have been a mutual agreement. To strengthen

the goals, it needs to hold a continuous socialization along the way the process toward the expected goal. Shared commitment is expressed in organizational culture. In this case the loyalty of members of the organization will be greatly influenced by the interrelationships, between organizational interests and human goals of entering the organization. Leadership needs to review the extent to which the organization's objectives have met the needs of its members: from the physical, security, comfort, achievement and self-existence. Building performance has a complex relationship that encompasses all human interests in the organization.

Leadership becomes a model of cultural change and cultural creation. The human relationship approach needs to provide the comfort of its members in the direction of cultural change. Leadership attitude and behavior is very meaningful for organizational development and build member loyalty. In treating the members, the Leaders should be familiar with their personalities and backgrounds, ranging from social economics, career development and work relations within the organization. Treats to subordinates cannot be generalized because the factors of individual differences greatly affect the individual perception and mindset of the group. Leadership capacity in its role as a model in change cannot be measured periodically (time clarity). This will go hand in hand with the level of awareness of the members and the impact that it composes even though it can formally be described in its vision and mission. The research of Ryn. K & Herman (2016) concluded that leadership behavior affects the performance of subordinates both deductively and inductively. In the organization there is a slogan that the organizational prototype can be seen from the leader figure and its members. In the external point of view, institutionally, employee behaviors have direct / indirect linkage with aspects of leadership in the organization. Leaders that manage human resources need to look at individual needs and institutional needs. The success of leadership in the institutional aspect cannot be separated from the success of leadership of human resources in it. Both must work in balance when one side of the institutional goal is very aggressive in development and while the human resources are lacking in participation will tone a wide gap. This will have an impact that the mission of the organization is less successful.

Efforts to develop employees towards desirable cultural change need to consider the analysis of needs. Problems can arise from the undercurrent or managerial level. Employee development is needed to be adjusted to the needs analysis. Determining the type of HR development is not only in accordance with the existing plan when building mission and vision. Often there are problems of employee which are not only from substantive materials. But problems arise from the friction of employee behavior in the organization, the problem of building the capacity of the individual, the problem of loyalty, the problem of mentality and morality (morale). For that the development of training needs to be adjusted to the level of urgency that arises from the behavior of employee organizations.

BUILDING PERFORMANCE THROUGH CHANGE OF ORGANIZATIONAL CULTURE

Human behavior in an organization that has been ongoing will form a pattern of behavior, which in the process will become an organizational culture. Culture is an important concept in understanding human behavior because the existence of the organization cannot be separated from the effects of changes in the flow of globalization. The impact of globalization covers all dimensions of organizational processes in achieving its objectives. Among them: changes in organizational systems, changes in mindset / perception, changes in human behavior and understanding of values within the organization. All of them will simultaneously bring to the capacity of individuals to give their role to cultural change. The consequences of globalization can have an effect, which can lead to positive and negative impacts. How to get a positive impact on performance improvement, one of which will be determined by the need achievement (individual development needs) of each individual. There is a relationship between career developments with the needs of self-development for employees. An open communication pattern between employees and HR management is required. Moehariono (2014) explains that career development efforts can be undertaken with short-term learning on skills and long-term learning, which requires adaptation to changing employment conditions continuously and will establish an identity of reality. Motivation needs self-development and career ladder become part of human resource management task, which cannot be separated from leadership factor in organization.

There are several dimensions in the study of culture: member orientation, out-come orientation, group orientation, aggressiveness, stability, innovation and risk taking. The behavior of organizational members can be observed from the point of view of the general purpose of working people and what is the work orientation. Employees both individually and in groups have a work objective and have different job implications. The spirit of work and commitment to innovation (renewal / change) underlies employee behavior in the workplace. Organizations should be more sensitive to their members when they are going to do some development or make policy changes. Bennet (1994) explains: An organization culture comprises its members shared perceptions of issues, customary ways of doing things, modes of behavior and attitudes towards work and attitudes towards work and the nature of the enterprise. Cultural understanding is very important in organizational development efforts.

According to Maslow that the purpose of human life, in this case work, include: physical, social, security, prestige, achievement. To increase individual capacity, the approach can be through the fulfillment of the above needs. However, not all members have the same degree of assessment on the fulfillment of these types of needs. The fulfillment of the needs of employees in the work will give motivation in improving performance. Care must be taken to treat members in relation to the fulfillment of needs as each individual or group / unit has differences in needs and tendencies of achievement. Skinner (Luthans, 1992): "He emphasized the importance of the stimulus (R-S) relationship". Barzoki Ali, Shaemi, Iran Abzari Mahdi (2012) in his research explains: "As long as the organizations

are struggling to survive, they should keep the principle of continuous improvement in the center stage. This evaluation process will be achieved by the performance evaluation process improvement. An effective and appropriate evaluation process in the organization should provide necessary feedback to the employees and take action for inner motivation of them ".

Leadership needs to make a diagnosis when it comes to develop the capacity of the institution and its members. Each member / group of units has the power to motivate work, which is influenced by the most dominant need of the moment. Outcome orientation is a goal, which is relatively a direct goal of the work being done. It also affects the cultural form factor. Behavior that shows aggressiveness, innovation, risk and stability is influenced by individual achievement requirement. It is greatly influenced by the background and way of thinking, the family environment and the organizational culture environment. In Robbin & Coulter (2009) it is explained that "organizational culture has been described as the share values, principles, and practices of things that influence the way organizational members act". Although the organizational culture can be seen by the eagle, openly as mentioned above, there are still hidden aspects in informal organization, such as: perceptions, attitudes, feelings, values. Sechein in Stoner & Freeman (1996), explains that culture is in 3 ranks: artifact, espoused values, underlying assumptions. The above factors become the material that needs to be observed when initiating the formation of a new culture within the organization.

Organizational culture is a framework that becomes the behavior of individuals in the organization, making decisions to behave, and direct them to the achievement of goals. Basic assumptions, supported values and artifacts form the basic understanding of organizational culture. Harvard's research (Stoner & Freeman, 1996) has resulted in several aspects: a) corporate culture can have a significant impact on long-term performance; b) the corporate culture may even be a more important factor in determining the success or failure of the company in the next decade. The results of the above research become a trigger to try to understand the importance of culture in questioning human behavior in improving the achievement of organizational goals.

Organizational culture can be shaped and gradually changeable. Optimizing the achievement of organizational goals can be done with changing organizational culture. The organizational ability to survive is largely determined by the organizational ability to change, adjust to the changing environment it faces or adapt to potential future changes. Change aims for the organization does not become static but still dynamic in the face of the times, advances in technology, communication and information. Without changes, it can be ascertained the age of the organization will be relatively unlikely to last long. Any organization that ignores the concept of change will experience the negative impacts arising from it. Today's modern organizations must face and resolve a number of issues that lead to the creation of a need for organizational internal change. Organizational change requires transitional management, which provides some important insights into what triggers changes in the organization and how the organization reacts to it. There are stages of the process associated with organizational change, which is related to the identification of needs and opportunities in important change and emphasis on mission / vision. Next is to reform,

developed through changes in attitudes and behaviors, and ascertained no return of the organization to previous traditions. Implementation of change will succeed if everyone involved in it has the same understanding of what will happen, and why it will happen. As a process, changes do not always go as expected. In the theory of organizational behavior Luthans (1992: 256) required the process of self-control behavior, which means "the manager's deliberate regulation of stimulus cues, covert processes, and response consequences to achieve personally identified behavior outcome". In this case, the leader must be the agent of change and the need for effective oversight.

Cultural changes in an organization may lead to rejection from both the individual and the organization itself. Many factors encourage individual resistance to these changes, among others, because it reduces the sense of security for members of the organization. If the ownership of the need for security is relatively high, then the potential to reject the change is great. Economic factors are also a barrier to change, because it allows for a changed salary or a declining facility. In addition, the probable factor as a repellent of change is the existence of uncertainty. Individuals with a negative perception of changes that occur because of the changes cause a loss to him and make the uncertainty of his existence within the organization.

Change repellent factor can also be attributed to the possibility of organizational resistance. The organization is essentially conservative and difficult to make changes. Actively human resources in organizations reject change because of possible structural inertia, widespread impact, group inertia, power relations and threats to human resource allocation. Structural inertia occurs because changes in the organization allow the organizational structure to change. This will have an impact on structural change, which is likely to have an impact on the spaces of office within the organization. The inertia of this group occurs as a result of social interaction affecting each member of the organization to form group opinion. In Justin Bateh's research, Mario E. Castañeda, James E Farah (2013) explains: "In the context of change management research, the issue of resistance occupies a crucial place. Organizations should be aware of the human nature and their implications for the success of all change management decisions. The success of change management depends upon the organizational structure, availability of resources, vision and mission of the organization, and employees' willingness to work towards the change".

The strategy to overcome the rejection of change is to conduct training, involving the participation of all parties, providing facilities or socialization, negotiation. Efforts to involve members' participation are made through socialization and understanding of the importance of change. Required direction clarity, positively posed changes, facilitation and positive responses to rejection of change. How long the period of change will depend on member awareness, leadership and the impact of changes on individual members. Another approach overcomes change through the drafting of new regulations.

CONCLUSION

HR as a capital in an organization needs to be managed because it is an economic factor and has the potential to contribute to the achievement of the mission and vision of the organization. Performance management can be done through an individual approach with employee performance appraisal and organizational performance appraisal. Assessment of organizational performance is basically the performance of employees that impact on organizational. Repositioning the role of HR is a process of change. Efforts to develop employees towards desirable cultural change need to consider the needs analysis. Human behavior in organizations is shaped by motivation and environmental factors: individual background, personality factors, organizational culture, and leadership factors. Changes in organizational culture lead to individual and group resistance. Employees rejected changes due to uncertainty, negative perceptions, structural changes that led to changes in existing positions, development / improvement of skills. Performance management in the organization requires the role of human resources that are able to adapt to changes, flexible, involvement in HR systems, and innovative. In addition, leadership roles become the dominant variable in the improvement of competitive human resources performance.

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