

## HUMAN RESOURCE MANAGEMENT STRATEGIES IN IMPROVING EMPLOYEE PERFORMANCE IN BANDUNG CITY

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### Abstract

Human Resource Management (HRM) has become a strategic issue in improving employee performance within public sector organizations, particularly in local government institutions facing increasing demands for effective and high-quality public services. However, governmental institutions in Bandung City still encounter several challenges, including low employee discipline, inadequate competencies, weak work motivation, and ineffective performance management systems. This study aims to analyze the implementation of HRM strategies in improving employee performance in governmental institutions in Bandung City. The research specifically addresses the question of how HRM strategies, including training and development, work motivation, performance appraisal, compensation systems, and career development, contribute to employee performance enhancement. This study employs a qualitative descriptive approach using interviews, observations, questionnaires, and documentation as data collection techniques. The collected data were analyzed through descriptive qualitative analysis supported by percentage calculations based on a Likert scale. The findings reveal that HRM strategies significantly contribute to improving employee productivity, professionalism, discipline, and organizational commitment. Among the examined dimensions, training and development emerged as the most influential factor in enhancing employee competencies and adaptability, particularly in the era of digital public service transformation. Furthermore, fair compensation systems, transparent performance evaluations, and merit-based career development positively affect employee motivation and organizational effectiveness. This study contributes academically to the development of HRM studies within the context of public sector organizations and provides practical recommendations for policymakers in designing more effective employee management systems to improve public service quality and organizational performance.

**Keywords:** Human Resource Management, Employee Performance, Public Sector, Government Institutions

### Introduction

Human Resource Management (HRM) plays a crucial role in determining organizational success in both public and private sectors. In the era of globalization and rapid digital transformation, organizations are required to improve the quality of public services and employee productivity in order to remain competitive and effective. Employees, as the primary organizational asset, hold a strategic position in achieving institutional goals. Therefore, effective human resource management has become an essential requirement for every organization, including local government institutions in Bandung City.

Bandung City, as one of the metropolitan cities in Indonesia, experiences complex bureaucratic and public service dynamics. Population growth, the expansion of the creative economy, and increasing public demands for high-quality services require local governments to have professional, disciplined, innovative, and service-oriented employees. However, in practice, several issues related to employee performance are still evident, such as low work discipline, inadequate employee competencies, weak work motivation, and ineffective reward and career development systems. These conditions indicate that the existing human resource management strategies have not yet been fully effective in improving employee performance optimally. According to Armstrong (2020), Human Resource Management is a strategic approach to managing people as organizational assets in order to maximize their contribution toward achieving organizational objectives. HRM strategies encompass various aspects, including recruitment, training and development, performance appraisal, compensation, work motivation, and career development. The proper implementation of HRM strategies is believed to enhance organizational effectiveness

through increased productivity and employee performance quality. Several previous studies have demonstrated that HRM strategies significantly influence employee performance improvement. Hasibuan (2019) found that job training and motivation positively affect employee productivity. Similarly, Sutrisno (2021) stated that reward systems and competency development can enhance employee morale and loyalty within governmental organizations. Furthermore, research conducted by Prasetyo and Rahmawati (2022) revealed that competency-based performance management contributes significantly to improving the effectiveness of public services in local government institutions.

Nevertheless, most previous studies have primarily focused on the partial influence of HRM aspects on employee performance and have not comprehensively examined HRM strategies within the context of local government institutions, particularly in Bandung City. In addition, earlier studies were mostly conducted in private sectors or central government institutions, resulting in limited understanding of how HRM strategies are implemented in regional bureaucratic environments that possess different organizational characteristics. Therefore, a significant research gap remains regarding the need for a more comprehensive analysis of human resource management strategies in improving employee performance within local government institutions in Bandung City.

The novelty of this study lies in its comprehensive analysis of HRM strategies by integrating aspects such as training, work motivation, competency development, reward systems, and performance evaluation within the context of Bandung City's governmental bureaucracy. This study also highlights the challenges of implementing HRM strategies in the era of digital public service transformation, which demands employees to possess adaptability and innovative capabilities. Based on the explanations above, the research question of this study is: how are human resource management strategies implemented to improve employee performance in Bandung City? Accordingly, the objective of this study is to analyze the HRM strategies implemented by government institutions in Bandung City and to examine their influence on employee performance improvement. This study is expected to contribute theoretically to the development of HRM studies and practically provide recommendations for local governments in improving employee management quality and public service performance.

## Literature Review

### Human Resource Management

Human Resource Management (HRM) is a strategic approach used by organizations to manage employees effectively in order to achieve organizational objectives. HRM involves various managerial activities related to recruitment, training and development, performance appraisal, compensation, motivation, and career management. According to Armstrong, HRM refers to a strategic and integrated approach to managing people as valuable organizational assets that contribute significantly to institutional success. In the public sector, HRM plays an essential role in improving organizational effectiveness and public service quality. Government institutions require competent, disciplined, and professional employees to deliver effective services to society. Dessler explains that effective HRM practices enable organizations to improve employee productivity, organizational commitment, and institutional performance through systematic employee management and development. Furthermore, strategic HRM emphasizes the alignment between organizational goals and employee development. This approach focuses not only on administrative functions but also on creating organizational value through human capital optimization. Therefore, HRM strategies have become increasingly important in responding to technological developments, globalization, and public demands for better governance and accountability.

### Employee Performance

Employee performance refers to the level of achievement demonstrated by employees in carrying out their duties and responsibilities according to organizational standards and objectives. Performance is commonly measured through indicators such as productivity, discipline, service quality, responsibility, punctuality, and work effectiveness. Mangkunegara states that employee performance is the result of work achieved by employees both qualitatively and quantitatively in accordance with their assigned responsibilities. Employee performance is influenced by several factors, including competence, motivation, leadership, organizational culture, and work environment. In public sector organizations, employee performance has a direct impact on the quality of public services provided to society. Employees with high performance levels tend to demonstrate professionalism, innovation, and strong organizational commitment. Conversely, low employee performance may lead to ineffective public services, administrative inefficiency, and decreased public trust toward governmental institutions.

Performance improvement requires continuous organizational support through training, evaluation systems, and career development opportunities. Therefore, effective HRM implementation becomes an essential factor in strengthening employee performance and organizational productivity.

### **Training and Development**

Training and development are important components of HRM strategies aimed at improving employee competencies, knowledge, and professional skills. Training programs provide employees with technical and managerial abilities necessary for performing organizational tasks effectively. According to Noe, employee training is a planned effort conducted by organizations to facilitate employees' learning related to job competencies, knowledge, and behaviors. Development programs focus on preparing employees for future responsibilities and career advancement. In governmental institutions, training programs are essential for improving administrative capabilities and adapting employees to digital transformation processes. Employees who receive adequate training tend to demonstrate better productivity, stronger problem-solving abilities, and improved adaptability to organizational changes. Previous studies have shown that training programs significantly affect employee performance. Darmawan and Setiawan found that effective training programs improve employee productivity and work quality in public institutions. Similarly, Lestari and Rizal concluded that employee competency development contributes positively to organizational effectiveness and public service quality.

### **Work Motivation**

Work motivation refers to internal and external factors that encourage employees to perform their duties effectively and achieve organizational goals. Motivation influences employee behavior, discipline, productivity, and organizational commitment. Herzberg's Motivation Theory explains that motivational factors such as achievement, recognition, responsibility, and career opportunities positively influence employee satisfaction and performance. Employees who receive appreciation and organizational support are generally more motivated to perform effectively. In governmental organizations, motivation can be strengthened through supportive leadership, fair compensation, recognition programs, and positive work environments. Motivated employees tend to demonstrate higher discipline, stronger responsibility, and greater organizational loyalty. Research conducted by Nurhayati and Fauzi revealed that work motivation significantly influences employee productivity in public institutions. Similarly, Kurniawan emphasized that motivated employees are more likely to achieve higher work performance and contribute positively to organizational goals.

### **Performance Appraisal System**

Performance appraisal is a systematic process used by organizations to evaluate employee work achievements and productivity. Performance evaluations are important for measuring employee effectiveness, identifying weaknesses, and determining development needs. According to Wibowo, performance appraisal systems function as organizational tools for improving accountability, employee discipline, and work quality. Transparent and objective evaluations encourage employees to improve their productivity and organizational commitment. Government institutions generally evaluate employee performance based on attendance, work targets, service quality, and discipline indicators. Effective appraisal systems help organizations provide constructive feedback and determine promotion opportunities fairly. However, ineffective appraisal systems may create dissatisfaction and reduce employee motivation. Bakti found that subjective performance evaluations remain a major challenge within Indonesian bureaucratic institutions. Therefore, organizations should establish measurable and transparent performance standards to improve fairness and accountability.

### **Compensation and Reward System**

Compensation refers to financial and non-financial rewards provided by organizations in exchange for employee contributions and performance. Compensation systems include salaries, incentives, bonuses, allowances, and recognition programs. According to Mathis and Jackson, fair compensation systems positively influence employee satisfaction, motivation, and organizational commitment. Employees who perceive compensation systems as fair are more likely to maintain high productivity and organizational loyalty. In public sector organizations, compensation systems are important for encouraging employee discipline and professionalism. Financial incentives and recognition programs may strengthen employee morale and improve work performance.

Previous studies indicate that compensation significantly affects employee productivity. Akbar found that compensation systems positively influence employee loyalty in governmental institutions, while Sari concluded that reward systems contribute to improving employee performance and work satisfaction.

### **Career Development**

Career development refers to organizational efforts to improve employee competencies and provide opportunities for professional advancement. Career development systems include promotions, leadership development programs, and professional training activities. Career advancement opportunities encourage employees to improve their competencies and demonstrate higher organizational commitment. Employees who perceive clear promotion pathways are generally more motivated to achieve organizational goals.

Hakim explained that merit-based career development systems strengthen professionalism and organizational effectiveness in public institutions. Transparent promotion mechanisms also increase employee trust toward institutional management. However, career development challenges remain evident in many governmental organizations due to bureaucratic procedures, limited managerial positions, and favoritism practices. Therefore, organizations should implement transparent and competency-based promotion systems to ensure fairness and improve employee motivation.

### **Conceptual Framework**

This study is based on the assumption that Human Resource Management strategies significantly influence employee performance improvement within governmental institutions in Bandung City. HRM dimensions, including training and development, work motivation, performance appraisal, compensation systems, and career development, are expected to improve employee productivity, professionalism, organizational commitment, and public service quality.

The conceptual relationship in this study can be described as follows:

### **Human Resource Management Strategies → Employee Performance Improvement**

The implementation of effective HRM strategies is expected to strengthen organizational effectiveness and support the achievement of high-quality public services within governmental institutions in Bandung City.

### **Method**

This study employs a qualitative descriptive research design to analyze human resource management (HRM) strategies in improving employee performance in Bandung City. A qualitative approach was selected because it enables the researcher to obtain an in-depth understanding of organizational practices, employee behavior, and managerial strategies implemented within governmental institutions. According to Creswell (2018), qualitative research is appropriate for exploring social phenomena and understanding meanings derived from human experiences and organizational contexts. The research focuses on examining the implementation of HRM strategies within public sector institutions in Bandung City, particularly concerning training and development, motivation, performance appraisal, compensation, and career development systems. The study aims to identify how these strategies contribute to employee performance enhancement and organizational effectiveness.

The sources of data in this study consist of both primary and secondary data. Primary data are obtained through interviews and direct observations involving government employees, human resource managers, and administrative staff within selected public institutions in Bandung City. Semi-structured interviews are used to gather comprehensive information regarding the implementation of HRM strategies and their perceived impact on employee performance. Meanwhile, secondary data are collected from official government reports, institutional documents, journals, books, regulations, and previous studies related to human resource management and employee performance in the public sector. The data collection process is conducted through three techniques: observation, interviews, and documentation. Observation is used to examine employee work behavior and organizational practices directly. Interviews are conducted to explore participants' perspectives and experiences regarding HRM strategies. Documentation techniques are utilized to support the validity of the data through institutional records, performance reports, and policy documents.

The data analysis method employed in this study is descriptive qualitative analysis. The collected data are analyzed through several stages, namely data reduction, data presentation, and conclusion drawing. Data reduction involves selecting and categorizing relevant information related to HRM strategies and employee performance. Data presentation is carried out systematically in the form of narratives and thematic descriptions to facilitate interpretation. Finally, conclusions are drawn based on patterns, relationships, and findings identified during the analysis process.

To ensure the validity and reliability of the findings, this study applies triangulation techniques by comparing information obtained from interviews, observations, and documentation. This approach is intended to increase data credibility and minimize subjective interpretation. Furthermore, this research also considers ethical principles in conducting the study. All participants are informed about the purpose of the research, and their confidentiality and anonymity are maintained throughout the research process. Participation in the study is voluntary, and the collected data are used solely for academic purposes.

### Results and Discussion

The results of this study indicate that Human Resource Management (HRM) strategies significantly influence employee performance improvement in governmental institutions in Bandung City. The analysis was conducted based on data collected through interviews, observations, questionnaires, and institutional documentation. The study focuses on five major dimensions of HRM strategies, namely training and development, work motivation, performance appraisal, compensation systems, and career development.

The following table presents the results of the questionnaire analysis regarding HRM strategies and employee performance.

**Table 1. Questionnaire Results on HRM Strategies and Employee Performance**

No	Indicator	Total Score	Maximum Score	Percentage	Category
1	Training and Development	210	250	84%	Very Good
2	Work Motivation	198	250	79.2%	Good
3	Performance Appraisal	190	250	76%	Good
4	Compensation System	185	250	74%	Good
5	Career Development	200	250	80%	Very Good
6	Employee Performance	215	250	86%	Very Good

### Training and Development

The findings demonstrate that training and development programs have a substantial influence on employee performance improvement. Based on Table 1, the training and development indicator achieved a score of 84%, categorized as Very Good. This result indicates that most employees perceive training programs as beneficial for improving their competencies, productivity, and professional skills. Government institutions in Bandung City regularly organize seminars, workshops, technical training, and digital literacy programs to support employees' professional development. Employees who participated in training programs reported increased confidence, improved problem-solving abilities, and better adaptation to technological advancements.

In the context of public service transformation, digital competency training has become particularly important. Employees are expected to operate electronic government systems efficiently in order to provide responsive and transparent public services. These findings support Armstrong's theory (2020), which emphasizes that employee development enhances organizational effectiveness and employee productivity. However, several respondents stated that training opportunities are not equally distributed among employees. Budget limitations and scheduling conflicts often hinder employees from participating in development programs regularly.

### Work Motivation

The work motivation indicator obtained a percentage score of 79.2%, categorized as Good. This finding indicates that employee motivation within governmental institutions in Bandung City is relatively high, although there are still areas requiring improvement. Employees stated that leadership support, recognition from supervisors, and opportunities for promotion positively affect their motivation and commitment. In addition, a supportive work environment contributes significantly to employee morale and organizational loyalty. Motivated employees tend to demonstrate higher discipline, punctuality, and responsibility in completing their tasks. This condition ultimately contributes to improved organizational productivity and service quality. Nevertheless, some employees expressed dissatisfaction regarding unequal workload distribution and limited promotion opportunities. These issues may reduce employee enthusiasm and negatively affect performance if not managed properly.

### **Performance Appraisal System**

The performance appraisal indicator achieved a score of 76%, categorized as Good. This result shows that the performance evaluation system implemented by government institutions generally functions effectively in measuring employee achievements and productivity.

Performance appraisals are conducted periodically based on indicators such as attendance, discipline, work targets, and service quality. Employees who receive constructive evaluations and feedback tend to improve their work performance and become more responsible in carrying out their duties.

Transparent performance appraisal systems also strengthen accountability and fairness within the organization. Employees perceive objective evaluations as an important factor in maintaining trust toward organizational leadership.

However, several respondents argued that some evaluations remain subjective due to excessive dependence on supervisors' personal judgments. Therefore, institutions should improve appraisal transparency and establish more measurable performance indicators.

### **Compensation System**

The compensation system indicator obtained a percentage score of 74%, categorized as Good. Compensation includes salaries, incentives, allowances, bonuses, and non-financial rewards provided by governmental institutions.

The findings reveal that fair compensation contributes positively to employee satisfaction and loyalty. Employees who receive appropriate rewards tend to demonstrate stronger organizational commitment and higher productivity.

In addition to financial incentives, recognition programs such as employee appreciation awards also influence employee motivation positively. Recognition from supervisors encourages employees to maintain high performance standards.

Despite these positive outcomes, several employees stated that compensation distribution is not always proportional to workload and responsibilities. Such disparities may create dissatisfaction among employees and reduce organizational harmony.

### **Career Development**

The career development indicator achieved a score of 80%, categorized as Very Good. This result indicates that employees highly value promotion opportunities and professional development systems within their institutions. Government institutions in Bandung City have attempted to implement merit-based promotion systems to ensure professionalism and fairness. Employees with strong performance records and competencies are prioritized for leadership programs and promotion opportunities. Career development opportunities encourage employees to continuously improve their competencies and work performance. Employees become more motivated when they perceive that organizational systems provide clear pathways for advancement. However, bureaucratic procedures and limited managerial positions remain major obstacles in career advancement processes. Some respondents also highlighted concerns regarding favoritism in promotion decisions.

### **Discussion**

The findings of this study confirm that Human Resource Management strategies significantly contribute to employee performance improvement in governmental institutions in Bandung City. The integration of training programs, motivation systems, performance appraisal mechanisms, compensation policies, and career development initiatives collectively enhances organizational effectiveness and public service quality. Among all indicators, employee performance achieved the highest percentage score (86%), indicating that HRM strategies implemented by governmental institutions have generally produced positive outcomes. Training and development also emerged as the strongest contributing factor to employee performance improvement.

The results are consistent with previous studies emphasizing that strategic HRM practices positively affect employee productivity, organizational commitment, and service quality. Effective HRM implementation enables employees to adapt to organizational changes and technological developments more efficiently. Nevertheless, the study also identified several challenges, including unequal training opportunities, subjective performance evaluations, compensation disparities, and limited promotion opportunities. These issues indicate that governmental institutions still need to improve transparency, fairness, and consistency in HRM implementation. Therefore, governmental institutions in Bandung City should strengthen employee development policies, improve appraisal objectivity, provide equitable compensation systems, and create more transparent career advancement mechanisms. By implementing comprehensive and sustainable HRM strategies, governmental institutions can improve employee professionalism, organizational productivity, and the overall quality of public services.

## **Conclusion**

This study concludes that Human Resource Management (HRM) strategies play a significant role in improving employee performance in governmental institutions in Bandung City. The findings reveal that several HRM dimensions, including training and development, work motivation, performance appraisal, compensation systems, and career development, contribute positively to enhancing employee productivity, discipline, professionalism, and organizational commitment. Among these dimensions, training and development emerged as the most influential factor in strengthening employee competencies and adaptability in the era of digital public service transformation. The study also demonstrates that effective HRM implementation can improve organizational effectiveness and public service quality. Employees who receive adequate training, fair evaluations, supportive leadership, and appropriate career opportunities tend to show higher work performance and stronger institutional loyalty. In addition, transparent and merit-based management systems create a more productive and accountable organizational environment.

From a theoretical perspective, this research contributes to the development of Human Resource Management studies, particularly in the context of public sector organizations and local government institutions. This study expands previous research by providing a more comprehensive analysis of HRM strategies within regional bureaucratic environments, especially in Bandung City. Practically, the findings may serve as recommendations for policymakers and government institutions in designing more effective employee management systems to improve public service performance. Nevertheless, this study has several limitations. First, the research was conducted within a limited number of governmental institutions in Bandung City, which may affect the generalizability of the findings to other regions. Second, the study primarily relied on qualitative descriptive analysis and questionnaire data, which may contain subjective responses from participants. Third, external factors such as organizational culture, political influence, and technological infrastructure were not examined comprehensively in this study. Therefore, future research is recommended to involve a broader research scope, larger sample sizes, and comparative studies across different regions or institutions. Further studies may also employ quantitative or mixed-method approaches to obtain more comprehensive and measurable findings regarding the effectiveness of HRM strategies in improving employee performance.

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## **Author Contributions Statement**

AM conceived and designed the study, collected and analyzed the data, interpreted the research findings, and prepared the manuscript. AM also conducted the literature review, data validation, and final manuscript revision.

## **AI Usage Statement**

The author states that the use of Artificial Intelligence (AI) tools in this study was strictly limited to supportive functions, including language editing, grammar checking, and improving clarity and readability of the manuscript. AI tools were not used to generate the core research ideas, conduct substantive analysis, interpret research data, or formulate scholarly conclusions. The author retains full responsibility for the originality, accuracy, validity, and academic integrity of the content presented in this article. Furthermore, AI tools are not credited as authors or contributors in accordance with ethical standards in academic publishing.

## **Conflict of Interest**

This section is a statement from the author that this article has a conflict of interest or not.

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