DESIGN OF PERFORMANCE MANAGEMENT MODEL FOR HUMAN RESOURCE MANAGEMENT PROFESSION IN INDONESIA

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Abstract: This study was conducted to evaluate the situation of the contribution of HRM practitioners and the current standard competencies in Indonesia, the design of both the ideal form of HRM performance measurement standard and the HRM performance management model to produce contributive HRM practitioners. The situational analysis was conducted through descriptive statistical methods that involved 177 HRM practitioners and users through online combined with pencil and paper questionnaire study using non-random purposive sampling. The ideal form of HRM performance measurement standard and HRM performance management model were designed through Soft System Methodology (SSM) with expert interviews. The prominent strategic assumptions in the development of HRM performance measurement standard included its alignment to the organization life-cycle, as well as the organizational culture, leadership behavior, and strategic intent. HRM performance measurement standard should also be aligned with workforce scorecard and HR scorecard framework. HRM performance management model should fully adopt a closed-loop Plan-Do-Check-Action (PDCA) cycle; including performance planning, performance tracking, and performance appraisal.

Keywords: certification, competency, contribution, HRM National Competency Standard, HRM performance measurement standard, Indonesia's HRM practitioner

INTRODUCTION

The rapid development that occurs in the professional environment of Human Resource Management (HRM), especially in the scope of training and certification, performance management, talent management, and remuneration management, interact as if it has a common red thread, which is the contribution. The red thread reaffirms the importance of individual contributions, in addition to its capabilities and competencies.

Becker *et al.* (2001) stated that the function of HRM can be a very important strategic partner in achieving organizational goals. The key to success, in running its role as a strategic partner, lies in the function of HRM that identifies and measures the performances of HRM that underpin the organizational strategies as well as the HRM system that prints those performances. Maarif and Kartika (2012), in the context of the linkage between competence and performance, asserted that a competence does not automatically become a performance. Triyonggo (2016a) affirmed that a comprehensive, measurable, and traceable capability development program is needed to build competent HRM practitioners in their respective disciplines.

Referring to the thoughts of Becker *et al.* (2001), Maarif and Kartika (2012), and Triyonggo (2016a), HRM

practitioners require the performance standards for the HRM profession in order to become a contributory HRM practitioner. These performance standards are integral parts of the HRM profession performance management model. Unfortunately, Indonesia has just got competency standards for HRM. Thus, there is no performance standard for HRM profession so far.

Based on the description, identification, and problem statement above, the present study aimed at: (1) Analyzing and formulating proposals to improve the current HRM of the Indonesian National Working Competency Standards (SKKNI); (2) Formulating target performance standards for a contributive HRM profession; and (3) Designing a professional, logical, methodological, and practical model for HRM profession performance management and illustrating its interrelationship with other HRM functions.

THEORETICAL FRAMEWORK

According to Robinson DG and Robinson JC (1995), there is a gap when training managers see themselves more as a training program provider than someone who should work with the management to improve the performances that support the needs of the business. In fact, a training manager, whose mindset is directed toward a performance point of view, will think about what people should do to achieve organizational goals, which is in a stark contrast to the traditional training processes that emphasize what people should learn.

According to Kaufman (2000), the achievement of success is influenced by both how success is correctly defined and how it is measured. Results must be defined in the form of measurable performance targets and in three interconnected tiers: mega (corporates), macro (business units), and micro (small groups/individuals). Meanwhile, according to Ruky (2014), the scheme of human capital contribution stages consists of three phases with details: there are search, acquisition, maintenance, development, and retention of human capital by focusing on decreasing cost and increasing income in Phase 1; human capital is allocated to various tasks and processes within the business unit environment by focusing on the contribution of human resources in Phase 2; focus on

competitive advantage leading to the achievement of economic goals in Phase 3.

Measurements generally begin at Phase 3 (corporates) that include: Human Capital Costs Factor (HCCF) derived from the overall remuneration, temporary labor costs, absenteeism costs, and employee turnover; Human Capital Value Added (HCVA) earned from low cost of goods sold minus the remuneration costs and divided by the number of employees; Human Capital Return on Investment (HCROI) earned from low cost of goods sold minus the remuneration costs and divided by the remuneration costs. The calculations, in Phase 2 (business unit), include productivity, product / service quality, and service quality, while, the calculations in Phase 1 (small/individual groups) include assessing the accuracy of HRM policies and systems as well as the assessors that must be in compliance with all policies, procedures, and rules.

According to Parmenter (2007), few companies actually monitor their Key Performance Indicators (KPIs). There are three types of performance targets: Key Result Indicators (KRI) that illustrate success in a perspective way; Performance Indicators (performance indicators/PIs) that explain what to do; and Key Performance Indicators (KPI) that explain what needs to be done to dramatically improve performance. A company should have a supervisory report, containing ten high-level KRIs for directors, and a balanced scorecard (BSC) of up to twenty measures (a mixture of KPI and PI) for management.

According to Luis *et al.* (2011), what needs to be noted is how to choose the right key performance indicators i.e. the main performance indicators that can provide a complete picture of the strategic goals achievement. Appropriate selection of the key performance indicators depends on the strategic objectives to be fulfilled. There are three main types of performance indicators in accordance with the proximity of key performance indicators with the strategic objectives: (1) the primary key performance indicators i.e. all of the aspects of the objectives are measured; (2) key performance indicators of proxies i.e. only some aspects of the objectives are measured; and (3) key performance indicators of activities/initiatives that describe inputs or undertakings.

Walsh (2003) and Marr (2014) said that for every indicator to be important, the indicator must be related to the most important and critical aspects of the company. Just as every company has different strategies and strategic priorities, each company needs a unique set of KPIs. In order for KPIs to add value, they must improve performance and lead to better decision making. If they do not help to improve the performance or decision-making process, then they should not become KPIs and most likely harm the company by increasing the workload of gathering, analyzing, reporting performance and making difficult the gathering of relevant information.

There is a discrepancy between the understandings that emphasizes the importance of competence with the reality that requires the contribution of HRM practitioners as well as the new standard of professional competence for HRM as stipulated in the SKKNI of HRM. However, the absence of standard map for the performance targets of HRM profession and the need for performance target standards that describe the contribution of HRM practitioners in Indonesia is of paramount importance and priority. This performance objective standard is believed to be able to bring together the organizational expectation set forth in the needs for HRM service users with its fulfillment that is contributed by the organization of the HRM function.

Alamelu *et al.* (2014), Chaudhuri (2014), Tracey (2014), Karami *et al.* (2015), Poór *et al.* (2015), De Brito and De Oliveira (2016), Hamza (2016), and Van Looy and Shafagatova (2016) researches demonstrate a strong and positive relationship between labor and HRM on company performance. Pichler *et al.* (2014) confirm this by finding that high-performance work systems (HPWS) and high-performance work culture (HPWC) encourage lower employee turnover especially in organizations that employ more female workers. HRM also serves as a motivator and unifier of employees in terms of performance and productivity because sometimes leaders set unreasonable performance goals (Maxwell 2015).

Alamelu *et al.* (2014) and Bruns (2014) affirm that HRM strategy influences organizational change and development. Vargas (2015) explores the possibility of applying human resources analytic (HRA) by HRM practitioners to sharpen situation analysis, problem solving, and operational decision making as well as strategy formulation in managing HRM functions. Vivares-Vergara *et al.* (2016) find no significant relationship between HRM practices and corporate competitiveness priorities in Colombia.

Spahic (2015), supported by Dickens (2015), shows that performance measurement of HRM function is one of the three major HRM functional activities undertaken by companies in the Fortune 1000 category, in addition to employee and organizational surveys and mapping of organizational talents. Donald (2014), sharpened by Wilson (2015), shows that identified talent management components are targeted recruitment, talent development, specialization support, performance management, knowledge management, talent retention, and social practices. Pace (2016), supported by Tansley *et al.* (2013) and Burbach and Royle (2014), suggests that outsourcing of a number of functions of HRM, with focus on payroll and information systems functions, positively impacts the company's operational performance, both financial and nonfinancial performance. However, the outsourcing of training functions has not shown results in the study.

METHODS

The research was conducted in Indonesia, especially in the area of Jakarta-Bogor-Depok-Tangerang-Bekasi (*Jabodetabek*), major cities on Java Island such as Bandung, Semarang, and Surabaya, and big cities outside Java Island such as Pekan Baru, Ambon, and Kutai Barat, by involving HRM practitioners, HRM experts, organization/company leaders as HRM practitioners. The data collection activities were carried out through the processing of questionnaires and FGDs and the completion of a written dissertation that took ten months to complete, at the end of October 2017. The researcher interviewed a number of HRM experts from private companies/institutions and universities in preparing the standards of performance targets for the HRM profession.

The present research was divided into several stages starting with the conduction of literature and questionnaire studies in order to gain opinions and perceptions from HRM practitioners, experts, and practitioner service users. This stage was intended to obtain a portrait of the situational analysis of the

performance standards of the HRM profession in Indonesia. The data collected in the present study included primary and secondary data. Primary data were collected through a survey method with collecting instruments in the form of questionnaires that were distributed among respondents. The sampling frame used at the situational analysis stage was purposive sampling involving (but not limited to) the members of the Indonesia Certified Human Resources Professional (ICHRP). ICHRP is an alumni container of Atma Jaya University CHRP Program in Jakarta. The selection of this sampling frame was based on the considerations that ICHRP members were HRM practitioners with a variety of industrial backgrounds. In addition to the questionnaire, there were also in-depth direct interviews with selected respondents.

In-depth interviews were conducted with HRM experts to explore and identify the contributions related to the performance goals of the HRM profession in Indonesia. The HRM expert, who was the resource person in the present study, was set to have a minimum of 10 years experience in his field, a level of expertise acknowledged by the HRM practitioner community, and the holding of top HRM management position at the company for at least 5 years, and/or equivalent qualifications for sources derived from other stakeholders.

The descriptive statistical analysis was used as a quantitative approach to present the results of primary data processing from practitioners, experts, and HRM practitioner users. A number of primary data, derived from questions and statements on the questionnaire, were processed using weighting through Eckenrode method. Based on Maarif and Tanjung (2003), concept of this weighting is to change the order into values: order 1 with the highest level/value, order 2 with the level/value below it, and so on. Thus, the value is the number of criteria minus the sequence.

The analytical tool used in the first phase of this study was a Soft Systems Methodology (SSM) which includes the rich picture, root definition and Purposeful Activity Model (PAM). SSM can be used to help identify system boundaries and system activities, especially in complex systems. According to Checkland and Scholes (1990), core of system concept is two pair of ideas namely

emerge and hierarchy, and communication and control. System based orientation is started by observer from abroad that is willing to explain system holistically. It means that all entities in a hierarchy is related to all other entities. Human do purposeful activity related to experience on reality. Activity is explained into several elements in which each element represents: 1) person who has intention or desire, 2) person who conducts an action, 3) person who gets the impact of the action, 4) place where the action is conducted, 5) obstacle related to place and environment, and 6) person who can stop the action. SSM plots can be observed in Figure 1.
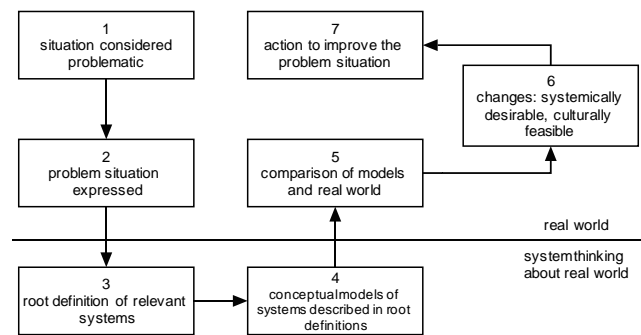

Figure 1: Flow of SSM Methodology

Source: Checkland and Scholes (1990)

RESULTS AND DISCUSSION

Results

The study used online questionnaires and physical documents and succeeded in gathering 177 valid respondents out of a total of 193 respondents, consisting of 65% males and 35% females; holding current position of 50% in the field of HRM and 50% not in the field of HRM so that they were more as user of HRM service function in their respective organizations. Based on the provincial distribution, the majority of the respondents came from DKI Jakarta (38%) while the rest were from East Kalimantan province, Maluku, West Java, Riau, North Maluku, Banten, Central Java, Bali, East Java and Lampung.

Respondents acknowledged the importance of performance targets and their monitoring by stating that the performance goals were absolutely necessary, although, some respondents stated that they have not

had or have not monitored them periodically. As many as 83% of the respondents stated that their organizations monitored the performance goals of the organization on a regular basis, 83% of the respondents stated that their organizations monitored the performance goals of the HRM function on a regular basis, and 82% of the respondents stated that their organizations regularly monitored individual performance goals.

As many as 96% of the respondents stated that the performance targets of the HRM function had positive impacts on organizational performance targets and a slightly higher percentage of the respondents (98%) stated that individual performance targets had positive impacts on organizational performance targets. In addition, respondents also stated that their individual performance goals had impacts on their training (85%), talent preparation (84%), career ladder (82%), and income (84%).

Respondents stated that the function of HRM was still unable to meet the expectations of service users related to the contribution to the achievement of organizational performance goals and service quality. Indeed, 7% of the respondents, who were HRM function service users, disagreed with the following statement "Currently, the HR department of the organization contributes to the achievement of your performance goals and/or your organization", while 24% were neutral, 61% agreed, and 8% strongly agreed. This distribution was not as optimistic as the opinions of the respondents that derived from the HR function on which, 1% strongly disagreed, 7% disagreed, 21% were neutral, 52% agreed and 19% strongly agreed. As many as 1% of the respondents, who used the HRM function service, stated that the service provided by the HRM function was of poor quality (overall), 29% stated that it was enough, 66% said it was good, and 4% said it was very good. This distribution was not as optimistic as the opinion of the respondents which came from the HR function where 2% stated it was bad, 34% stated it was enough, 57% stated it was good, and 7% stated it was very good.

Respondents expected the HRM function to perform a more strategic role in the organization, namely as a strategic partner, in addition to its current role as Administrative Expert. There are four functional roles

of the HRM introduced by Ulrich (1996) i.e. Strategic Partner, Change Agent, Employee Champion and Administrative Expert. Based on Eckenrode method, the current role of Employee Champion (0.29) was still more dominant than the other HRM functional roles such as Administrative Expert (0.28), Change Agent (0.23) and Strategic Partner (0.20). These results were in line with the study of Triyonggo (2016b) which stated that 35% of the HRM function in Indonesia is still dominated by administrative and industrial related functions, although 21% of the respondents claimed to have been involved in strategic decision making and 20% had become business partners and change agents. Using the same method, the functionalities of the future HRM function are expected to play a more strategic role as a Strategic Partner (0.30) prior to other functional roles such as Change Agent (0.28), Employee Champion (0.26) and Administrative Expert (0.16).

The respondents felt the need for performance standards and certification standards of the HRM, even though the actual contribution of HRM practitioners, felt the respondents, was as important as the competence of the HRM practitioners. All of the respondents stated that there was a need for performance standards of HRM practitioners and 94% of the respondents stated the need for professional certification for HRM practitioners. According to them, the recommended form of certification would be an HRM practitioner certification based on specialization (64%) instead of generalization-based certification (36%).

Respondents were also asked to express their preference (ranging from 1 to 3) on the following three statements (1) competent HRM practitioners; (2) a certified HRM practitioner; and (3) a contributory HRM practitioner. Based on the Eckenrode method, the preference of the respondents ranged as follows: (1) a competent HRM practitioner (0.41); (2) a contributory HRM practitioner (0.38); and (3) a certified HRM practitioner (0.21).

A total of 88 respondents (50% of total respondents) with HRM professional backgrounds were asked their opinions about the SKKNI of HRM. As many as 71% of the respondents knew about the existence of HRM SKKNI, while the rest did not. Those results were not

much different from those of Triyonggo (2016b). As many as 94% of the respondents, who knew the existence of HRM SKKNI, said that the performance standards for HRM practitioners could be derived from the HRM SKKNI, while the rest (6%) stated that they could not. Only 28% of the respondents claimed to have attended SKKNI HRM-based training and only 21% of the respondents claimed to have taken SKKNI HRM-based certification. However, 85% of the respondents were interested in taking SKKNI HRM-based certification because they felt that the certification would be beneficial to both their careers (88%) and incomes (77%).

There are four additional competencies that need to be adopted from the latest RBL Group research (2016), namely (1) the ability to understand the operational activities of the business processes of the organization; (2) the ability to use social media to support the role of HR practitioner; (3) the ability to relate and convince others; and (4) the ability to gain the trust of others through the achievement of satisfying results. Respondents also suggested the addition of two new competencies, aside from those of the RBL Group, i.e. Project Management and HR Audit.

The compiled rich picture referred to situational analysis through questionnaires and in-depth interviews with HRM experts and corporate leaders. It also referred to the results of the first analysis (analysis of the intervention), second analysis (social analysis), and third analysis (political analysis) of the owners of the identified issues through the first stage of the SSM methodology. The formed rich picture centered on three main elements: (1) HRM practitioners, (2) HRM practitioners service users, and (3) performance standards of HRM and the dynamics that occur between the three.

In the context of the research on the design of professional performance management model for HRM in Indonesia, based on the rich picture of the current

Table 1
Explanations of the CATWOE based on root definition

CATWOE Elements	CATWOE explanations
(1) C – Customers	HRM practitioners Service users
(2) A – Actors	HRM Practitioners, HRM Functions, HRM Practitioners Service Users, HRM Professional Association, Professional Certification and Training Institutions
(3) T – Transformation Process	Implementation of the performance management of the HR profession from the original unstructured and even not measurable and directed
(4) W – Worldview	HRM practitioners (and HRM functions) have roles that are not merely administrative but also strategic within the organization
(5) O – Owners	HRM practitioners and Service Users
(6) E – Environmental Constraints	Understanding and awareness of the importance of performance targets of the HRM profession is still low and has not become a common interest

Table 2
Analysis of 5E based on root definition

5E elements	5E explanations
(1) Efficacy	There is an increment in the achievement of organizational performance goals and user service satisfaction towards HRM practitioners and functions.
(2) Efficiency	The process of performance management is accomplished through the allocation of time resources, people, and costs as low as possible, but still measurable and focused.
(3) Effectiveness	Actual achievement of the performance goals of practitioners and the function of HRM and its impact on organizational performance goals.
(4) Elegance	The change process works with full support and active participation of all stakeholders.
(5) Ethics	The contribution of practitioners and the function of HRM get morally acknowledged by the stakeholders so that the role of practitioners and the function of HRM are undeniable.

problems, the real world was translated into a relevant system which was derived into one root definition by looking at both CATWOE and 5E elements to analyze the transformation process as follows. Root definition: The Professional Performance Management Model of HRM in Indonesia is a system owned and operated by a HRM practitioner in the management of strategic and operational HRDM functions (P) through the determination and monitoring of performance targets of HRM practitioners in a measurable and targeted manner (Q) in order to significantly contribute to the achievement of organizational performance goals (R).

The conceptual model of the performance management model for the HRM profession, built in the present study, originated from the preparation of performance targets, monitoring of performance targets, and performance objective assessment i.e. achievement of performance objectives at the end of the year, which will then continue with other conceptual models, especially conceptual models related to remuneration management and another one related to talent management.

There are important considerations for the possibility of real-world changes i.e. (1) the argument is acceptable and (2) culturally possible. Based on the conceptual model, the conditions in the real world and the gaps, that occurred, improvement actions can be compiled and proposed.
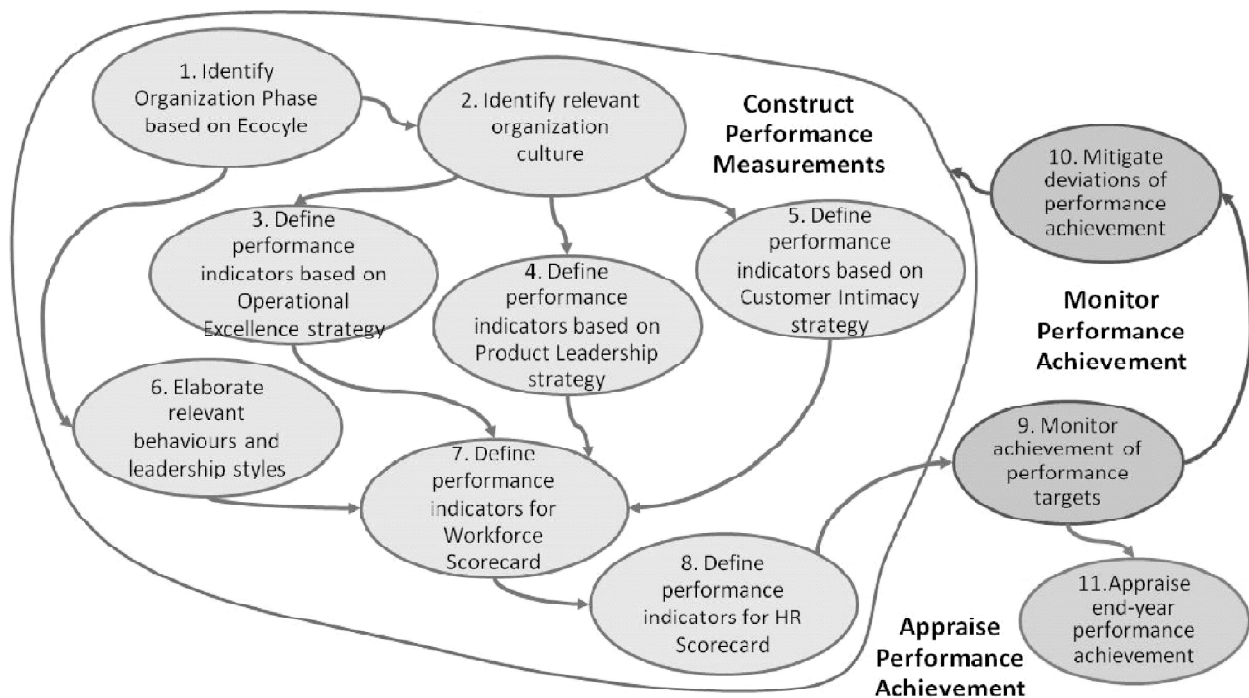

Figure 2: Conceptual model of the professional performance management model for HRM

Table 3
Desired and workable change plan

No.	Conceptual modeling activities	Conditions in the real world	The gap that occurred	Proposed improvement actions
1.	Identify the phases of the current organizational life cycle based on the eco-cycle approach	The OCAI questionnaire is already known and used, however, it has never associated with eco-cycle	Did not understand yet the connection between OCAI and eco-cycle	The necessity to schedule socialization and educational activities on the connectedness between OCAI and eco-cycle

contd. table 3

No.	Conceptual modeling activities	Conditions in the real world	The gap that occurred	Proposed improvement actions
2.	Identify the organizational culture relevant to the phases in the previous steps	The strategic intent formula has never been associated with OCAI	Did not understand yet the relationship between strategic intent and OCAI	The need to schedule socialization and educational activities on the relationship between strategic intent and OCAI
3.	Determine the performance goals relevant to the operational excellence strategies	Identified performance targets are not examined in relation to operational excellence strategies	Did not understand yet the relationship between performance goals and organizational strategy related to operational excellence strategies	The necessity to schedule socialization and educational activities on the linkage between performance goals and operational excellence strategies
4.	Determine performance goals relevant to product leadership strategies	Identified performance targets are not examined in relation to product leadership strategies	Did not understand yet the relationship between performance goals and organizational strategy related to product leadership strategies	It is necessary to schedule socialization and educational activities on the linkage between performance goals and product leadership strategies
5.	Determine performance goals relevant to customer intimacy strategies	Identified performance goals are not examined in relation to customer intimacy strategies	Did not understand yet the relationship between performance goals and organizational strategy related to customer intimacy strategies	It is necessary to schedule socialization and educational activities on the linkage between performance goals and customer intimacy strategies
6.	Elaborate on organizational behavior and relevant leadership styles	Organizational behavior and leadership style are not associated with relevant organizational culture	Did not understand yet the relationship between organizational behavior, leadership style, and organizational culture	It is necessary to schedule socialization and educational activities on the relationship between organizational behavior, leadership style, and organizational culture
7.	Set performance goals for workforce scorecards	Performance objectives are arranged based on BSC perspectives	Did not understand yet the concept of workforce scorecard	Need to schedule socialization and educational activities on workforce scorecard
8.	Set performance goals for the HR scorecard	Performance objectives are arranged based on BSC perspectives	Did not understand yet the concept of HR scorecard	Need to schedule socialization and educational activities on HR scorecard
9.	Monitor the achievement of performance goals	The monitoring of performance targets achievement has been regularly done	The company conducts monitoring only once a year, at the end of the year	Socialization and education, on the implementation of the monitoring performance, need to be done at least once a month
10.	Mitigate the deviations from achieving the performance goals that occurred	Mitigation has been regularly conducted along with the monitoring of achievement of the performance targets	The company conducts monitoring only once a year, at the end of the year	Socialization and education, on the implementation of the monitoring performance, need to be done at least once a month

CONCLUSION AND SUGGESTION

Conclusion

The questionnaire of the current situation analysis confirmed that the performance goals were absolutely necessary even if some respondents said that they do not have or have not monitored them periodically. To be effective, performance targets must have an impact on the preparation of talent, training, career ladder, and income. The questionnaire also indicated that the function of HRM was expected to play a more strategic role in the organization i.e. a role of a strategic partner so that there would be a need for performance standards and professional certification standards for HRM practitioners.

The model of HRM profession performance management in the present study started with the preparation of performance targets whose activities included (1) identification phases in the current organizational life cycle based on the ecocycle approach; (2) identification of relevant organizational culture; (3) operational excellence organisational strategies, (4) organizational product leadership strategies and (5) customer intimacy strategy of the organization; (6) elaborate on organizational behavior and relevant leadership styles; (7) set performance goals for workforce scorecards; and (8) setting performance targets for the HR scorecard.

The formulation of performance targets, in the above model, continued with monitoring and evaluation mechanisms of performance targets that included activities such as (9) monitoring achievement of performance targets and (10) mitigation of the deviations from achieving performance targets. Activity (9) also continued with activities (11) to assess the achievement of performance targets at the end of the year.

Suggestion

The use of the SSM methodology in the present study has not yet become the basis for decision-making regarding the proposed improvement actions. For the purposes of determining strategy and the prioritization in decision making, research is currently focused on the use of the SOSM methodology through the application of SAST, AHP, and ASM in accordance with the research stages.

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