

# Application of Elements of Human Resource Management Strategic: Does it Affect the Work Performance of Koperasi Kencana Makmur Lamongan Employees?

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## Abstracts.

*This study aims to describe efforts to improve work performance through the application of strategic HRM elements and employee performance achievements covering efforts to complete tasks, understanding task perceptions, output quality, output quantity, work time effectiveness, and career development at the Koperasi Kencana Makmur. Using descriptive and inferential statistical analysis methods. Descriptive analysis was used to determine respondents' perceptions of strategic HRM elements and employee performance. Furthermore, relative frequency analysis, average count and maximum and minimum values of variables, indicators and research items were carried out, to measure the relationship between variables using multiple linear regression analysis. Aims to explain the influence of strategic HRM elements on work performance. Using the population of all permanent employees of the Koperasi Kencana Makmur. Sampling using proportional stratified random sampling technique, because the population has elements that are not homogeneous and proportional stratified, with a sample of 60 respondents. The results of this study indicate that there are four independent variables, namely: growth and learning of all personnel (X4), integration with company strategy (X5), owning and developing collaboration (X8) and the active role of employees in developing the company's business (X9) which have a significant effect on achievement employee work, while the other five variables namely: employees' understanding of external influences (X1), understanding of labor market dynamics and competition (X2), having a long-term focus (X3), having and developing technical capabilities (X6) and owning and developing conceptual ability (X7) has no significant effect on employee performance. that the variable active role of employees in developing the company's business has a greater regression coefficient of 0.512 than the regression coefficients of other variables. It can be emphasized that the variable active role of employees in developing the company's business has a dominant and positive influence on employee performance in the Koperasi Kencana Makmur.*

**Keywords:** Elements of Strategic HR, Strategies to improve HR, and Employee performance.

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## I. INTRODUCTION

The influence of changes in the business environment on the existence of the organization is so strong, so that these changes always have an impact on various aspects of organizational life [1]. As a result of these changes, organizations are required to be able and willing to open themselves to the demands of change and seek to develop strategies and policies that are in accordance with changes in the business environment. [2]. To deal with these changes, the organization or institution must develop strategies and policies that are able to support the various management functions that have been determined [3]. The implementation of the right strategy will determine the development of the organization in the future and the success of strategy implementation will be largely determined by the quality of human resource management (HRM) according to the description of each task. [4], [5]. Human resources (HR) as the driving force for the success of the institution in facing various changes in the business world need to be improved in quality by carrying out the HR development process [6]. The existence of the role of HR in supporting the competence of HR in order to meet the demands of the organization in order to *survive* against change [7]. This requires commitment and consistency of greater involvement of HR staff, so that it will support competence in managing a business organization that *survives* [8]. In line with conditions that continue to develop, where these developments are able to have significant implications for HR managers and staff as well as all existing lines, a comprehensive HR repositioning is required. The repositioning carried out in the HR department is expected to be able to create an important role in the human resources department itself [9], [10].

Changes in the role of HR viewed from the traditional paradigm have resulted in the use of a centralized organizational structure, where the involvement of line managers is very limited and the planning pattern is *top-down* which has many weaknesses [11]. In addition, with the inability to anticipate the speed of technological change that has an impact on increasing specialization of the workforce, the emergence of free collective agreements without attachment between employees and management, the emergence of HR specialists from various groups of HR departments, deployment of human relations, and knowledge of various behaviors shown by employees [12]. This inability illustrates that the role of HR in the traditional perspective still has many weaknesses, so there are many demands for an evolution as soon as possible [13]. The role of strategic HRM in the new paradigm focuses more on the role of the HR Division which is considered very strategic, meaning that the HR Division must have a contribution in determining the future of the organization through a functional orientation and not only on supervision, including development programs, creativity, flexibility and proactive management, and not only supervision and direction, but also concentrates on optimizing the two-way communication process and *bottom-up planning*, in addition to the existence of a new culture and the role of strategic HRM in a new organizational typology. [14]. HR managers are also required to be able to see various problems in the long term that are oriented towards strategic HR functions so that there is greater involvement of HR staff to participate more actively in the planning, organizing, decision making, and controlling processes of HR functions [15].

Taking into account the development of the paradigm above, it is hoped that organizations will be better able to develop the quality of human resources in their respective departments so as to bring the success of the institution to achieve the goals that have been set and be able to carry out the assigned responsibilities [16]. In the end, the institution needs to *reposition* the role of HR in order to further optimize departmental performance without any exceptions, because if this is not done, the institution will experience a lot of lag or failure compared to other institutions [17]. *The repositioning* of HR roles is basically a role transformation that demands new capabilities, ways of working, ways of thinking, and HR roles. To be able to carry out the *repositioning process* properly, the institution needs to prepare human resources who are able to compete in the future [1], [18]. The main strategic HRM implemented by an institution should be integrated with the institution's strategy. In other words, the institution's strategy determines the HR strategy [19]. So, it is closely related to Strategic planning and global issues. The key idea of all *Strategic Management* is to coordinate all of the Institution's resources including HR, and each component that contributes to implementing the strategy [20]. If all of this can be integrated properly, it will not be counterproductive and each individual will work together according to a clear direction in a synergistic manner [21]. Various concepts of change in the HR phenomenon seem to have to be responded positively to all business people, especially in improving the performance of institutions, including the Koperasi Kencana Makmur Lamongan [22]. The success of the organization, especially the ability and expertise of HR in optimizing the resources owned by the institution [23]. This research study deals with the problem of improving employee performance whose solution is through the application of strategic HRM elements. The analysis is intended to describe which of these elements is more important in determining strategic HRM, this study also analyzes the causal relationship between independent variables.

## II. LITERATURE REVIEW

### Human Resource Management Concept

Human resources are the main asset for the company, therefore to achieve the company's goals it is necessary to mobilize all existing personnel [24]. It seems that the problem of human resources in the future is increasingly prominent as a key problem for all development efforts in all fields [25]. Through a good and orderly understanding of human resource management [25] continues that this is a strategic step in fostering an organization of any form. The quality of human resources is the result of reason accompanied by knowledge and experience gained through development efforts with full awareness, among others, through education and training as well as through work experience. The quality of human resources affects the productivity and effectiveness of the organization as well as affects the level of welfare of individuals and society [26]. Some experts explain that: HRM emerged as a new problem in the 1960s, while Personnel

Management emerged in the 1940s although personnel problems that demand managerial attention have arisen since the industrial revolution [24]. In general, the personnel function is more emphasized on administrative aspects such as: recruitment, appointment, training, evaluation, compensation and termination of employment, while HRM covers issues related to: planning, use, coaching and development, and protection of human resources. in its utilization [24]. Since the beginning of the 20th century, attention to the factor of human labor as a resource (which is not just a factor of production) has become much greater than before [27]. If in previous times humans were seen as labor capital, [27] continued, then in this century humans have been judged as humans who have feelings, thoughts and needs. Humans are no longer considered as an inanimate object that can be treated at will, but truly as a unique resource that has human wants and needs and gets deep attention from management so that their achievements can be multiplied. HRM does not only see humans as resources that can increase productivity, effectiveness and efficiency in achieving organizational goals, but also considers that the results of human work ultimately return for the goals of human welfare itself.

Thus, human resources have a dual function, namely in addition to being a factor of production as well as the goal of production itself [27]. The nature of HRM is very different from that of other resource management. HRM is largely determined by the nature of human resources themselves, which are always growing both in number and quality [28]. HRM must be able to find a balance between the number and quality of human resources with operational needs and organizational development [29]. HRM includes the functions of procurement, development, compensation, integration, maintenance, and termination of employment to achieve individual, organizational, and community goals [30]. The quality of human resources is the foundation and hope to create a competitive advantage. This expectation from HR is based on the idea that HR has a unique nature, and from this uniqueness it is hoped that it will pour and perform core competencies [31]. To achieve these core competencies [31] asserted, it is necessary to have an internal development process based on the resources of the organization. These unique core competencies are not easily imitated by other organizations, because with core competencies, organizations will be able to create a lasting competitive advantage. If it is able to improve the learning process and develop capabilities in accordance with the demands of the needs continuously, then the organization will have these core competencies [11].

### **Strategic Human Resource Management Process**

The strategic HRM approach involves all potential employees in strategic planning and decision making as well as coordinating all HR for the company's business interests. One of the considerations in this approach is dynamic environmental factors so that effective strategic planning is needed which is of course integrated with strategic HRM [32]. Basically, environmental factors can be divided into two main elements, namely: (1) The external environment includes the general environment that is not controlled by the company's management and the operating environment; (2) The company's internal environment [33]. Each environment consists of several components that have a broad scope and are not easily applied to managing the organization, the external environment can be said to be environmental components or variables that are outside the organization/company, meaning that the company cannot intervene on these components. these components [33]. However, these components are more likely to be treated as something given, continued [33] or something that inevitably must be accepted, it's just a matter of how the organization compromises or deals with these components, while the internal environment consists of components that are within the company's organization. itself and tends to be easy to control. Substantively, activities in the value chain consist of: Primary activities where this group has activities directly related to the process of creating goods, delivering goods to consumers and after-sales services. Then inward logistics has a relationship with receiving, storing, and distributing inputs to products, such as material handling, warehousing, inventory control, and returning goods to suppliers [34].

### **Strategic TQM and HRM**

Considering that the company in carrying out its activities is not solely to meet the company's internal needs, but also to fulfill the needs and desires of consumers, quality is a paradigm shift in how companies organize and manage their human resources as the main factor driving the organization to meet

consumer desires [35]. ] . Companies that are always oriented towards advanced quality [35] need support from all parties, both directly and indirectly involved in business activities. There are several elements that need to be considered by the company in order to run its business, including the use value of the products produced. Quality is one of the tools that can be used to achieve competitive advantage, because it can be used by anyone as a tool to consider the feasibility of the goods and services offered. and can also be used as a tool to make adjustments to meet customer needs, wants and tastes [10]. Product quality can be achieved through *total quality management* (TQM) which is considered to have a lot of influence on manufacturing and service companies in various parts of the world.

TQM programs allow for the emergence of new quality policies, organizational structures, operating processes and performance evaluations [35]. These policies are able to affect employee job satisfaction so that employee performance will also increase. The concept of TQM [35] asserts, consists of several aspects, which include approach, scope, philosophy, standards, themes, goals, focus, scale and methodology. TQM approaches are steered by TQM management so that it requires senior management commitment. In developing TQM, radical behavior changes often occur, even TQM itself requires changes in views that cover the entire company, so that it becomes the responsibility of all departments, not only the production department or the quality department [35]. TQM has a philosophy that it is better to prevent production defects than to find production defects, so the focus of TQM is the process of how you do it, not how you work [36]. This is because if the organization only detects production defects, it often results in the perception that quality is the responsibility of the quality department alone, not the responsibility of the entire department [27]. Production defect prevention has integrated detection in the production process and the prevention is not rationalized as a discrete function that is executed when the production is complete. The philosophy of prevention of manufacturing defects directs attention to the process and not the results of the process [27].

### **Elements of Strategic HRM**

Strategic management is an outward-oriented planning system and uses the philosophy of *creating the future from the future* [22]. Strategy formulation is the stage to realize this philosophy, because at this stage trend watching is carried out on changes in the macro and industrial environment. Based on the results of trendwatching future conditions can be formulated vision, mission, organizational goals and strategies to realize these goals and visions [37]. The strategy formulation process is a series of *strategic decisions* made by the strategic formulation team in selecting the main action pattern (strategy) to realize the organization's vision. Strategy formulation requires clear steps, so that the drafting team can understand all the information considered with rational reasons in making *strategic decisions* [12]. Strategic HRM is a series of tasks related to efforts to acquire employees, train, develop, motivate, organize, and maintain employees of a company until one day there is termination of employment; understanding about strategy helps companies negotiate HRM effectively [37]. There are 9 main elements of strategic HRM, namely: (1) Understanding of the influence of the company's external environment; (2) Understanding of the dynamics and competition of the labor market; (3) Have a long-term focus (future orientation); (4) Growth and learning of all personnel; (5) Integration of HRM with corporate strategy; (6) Have and develop technical capabilities; (7) Possess and develop conceptual abilities; (8) Have and develop cooperative relationships; and (9) the active role of employees in the company's business development [37]. The key idea of all strategic management is to coordinate all company resources including human resources and each contributing component. If all this can be integrated properly, there will be no counterproductive and each individual will work together in a clear direction in a synergistic manner. In other words, it will be perfectly coordinated between the use of a combination of managerial functions and operational functions [13].

Judging from the objectives of Strategic HRM, usually every company has a strategy about what to aim for and how the organization makes it happen. Goals are a description of the organization's mission, for that the organization must be able to realize these goals properly and efficiently [7]. Because each organization has its own characteristics, strategic HRM has a very dominant role, for that at the application stage it is necessary to pay attention to the suitability between HR capabilities and what are their duties and responsibilities. In addition, Strategic HR must also pay attention to matters relating to opportunities for

training, supervision, and performance appraisal, the last of which is the need to maintain HR so that employees feel satisfied working [6]. Understanding one's own potential is the initial stage for the realization of a flexible career. Furthermore, it requires company support in the sense of support for providing opportunities, facilities and development flexibility for employees. Companies must be able to develop good relationships and partnerships with outside parties, so that they will be better able to provide these opportunities and facilities [38]. This means that its implementation must be supported by consistency and strategic HR relevance. Thus the company can optimally empower all employees as a basis for achieving competitive advantage [39].

### **Work performance**

The success of an organization can be achieved by the efforts of the quality of existing human resources [40]. Efforts can take the form of developing human resources, improving work systems, providing compensation and so on which ultimately support work performance. Work performance is defined as the result of a person's efforts in certain situations that he achieves with the ability to work. So work performance is the result of the relationship between effort, ability, and perception. From these limits it is clear that what is meant by work performance is the results achieved by a person according to the size applicable to the work in question [41].

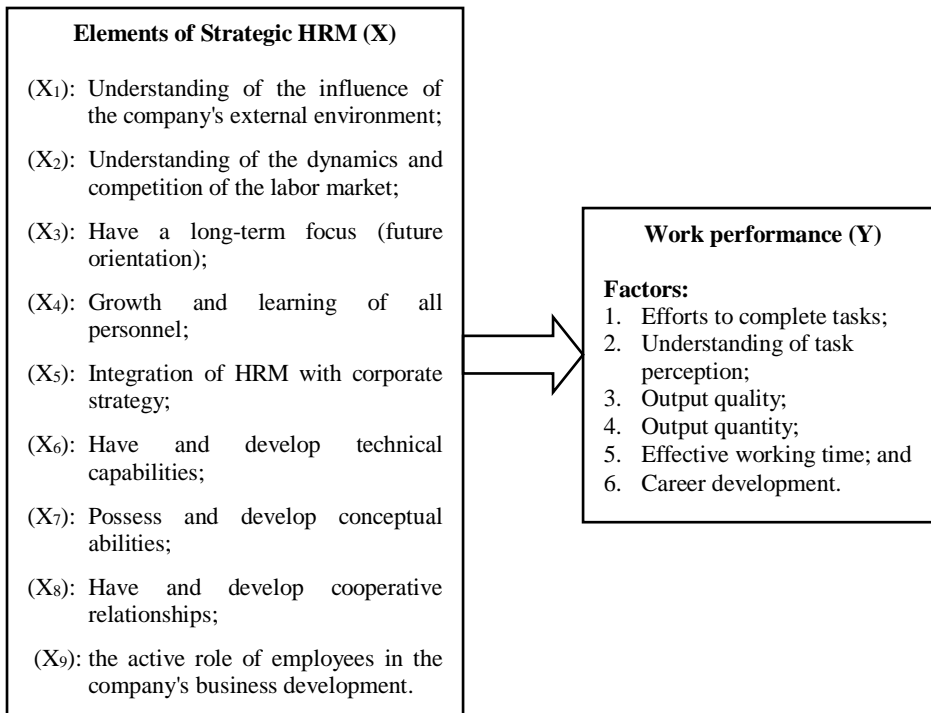
Work performance is a driving force to improve the performance of an organization, because organizational performance is the totality of the achievements given by all parts related to business activities. Work performance is one measure of actual behavior in the workplace that is multi-dimensional, including: (1) Efforts to complete tasks; (2) Understanding of task perception; (3) output quality; (4) output quantity; (5) Effective working time; and (6) Career development [8]. Performance appraisal is basically one of the key factors for effective and efficient development of an organization. By conducting a work performance assessment, it means that the organization begins to utilize the existing human resources in the organization optimally. It should be noted that in carrying out work performance assessments, the "likes" and "dislikes" of the appraiser should be avoided, so that the objectivity of the assessment can be achieved [42].

### **III. METHODS**

This research uses descriptive and inferential statistical analysis techniques. Descriptive analysis is used to determine the general description of respondents' perceptions of the elements of strategic HRM and employee performance. In this case, an analysis of the relative frequency, arithmetic mean, and maximum and minimum values of variables, indicators and research items was carried out [43]. The main purpose of descriptive analysis is to describe the elements of strategic HRM and to describe employee performance. Furthermore, to measure the relationship between variables, using multiple linear regression analysis tools [44]. This study aims to explain the effect of strategic HRM elements on job performance.

The population in this study were all permanent employees of the Koperasi Kencana Makmur Lamongan, including Unit Managers, Heads of Sections, and staff. Sampling in this study used the *proportional stratified random sampling technique* [43]. This technique is used because the population in this study has members or elements that are not homogeneous and proportionally stratified. Determination of the sample was taken by referring to the Yamane formula, so the sample of this study was set at 60 respondents [45]. In this study, the instruments used for data collection were questionnaires, interviews and documentation. Questionnaires were used to obtain data on respondents' responses about strategic HRM and work performance. Interviews were used to explore general company data, the implementation of strategic HRM and work performance that the questionnaire might not have explored. Meanwhile, special documentation is used to find out the history of the company, organizational structure, job description and number of employees [43]. The framework and hypothesis of this research can be presented as follows:





**Fig 1. Thinking Framework**

- H1: It is suspected that the strategic HRM elements include: Employees' understanding of the company's external influences, understanding of the dynamics and competition of the labor market, having a long-term focus (future orientation), growth and learning of all personnel, integration with company strategy, owning and develop technical abilities, have and develop conceptual abilities, have and develop cooperative relationships, the active role of employees in the company's business development has a significant effect on employee performance.
- H2: It is suspected that the growth and learning of all personnel have a dominant influence on employee performance.

#### **IV. RESULT AND DISCUSSION**

##### **Variable Description of Strategic HRM Elements**

Respondents' response data on indicator variables and research items showed respondents agreed that employees understood the company's external influence. Respondents agreed that 73.3% of the respondents needed an understanding of the dynamics of the labor market. Respondents agreed to have a sense of having a long-term focus of 93.4%. Respondents agreed that there was growth and learning of all personnel in the company by 91.7%. Respondents stated that they did not agree and disagreed that the HRM strategy had been integrated with the company's strategy by 83.3%. Respondents agree and strongly agree that management and employees have and develop technical capabilities in the company where they work by 85%. Respondents agreed and strongly agreed that the management is aware of the concept of quality orientation directed at increasing productivity and work quality which can be developed through training by 80%. Respondents stated that they quite agree and agree that management and employees have and develop a cooperative relationship by 100%. Respondents agreed that 90% of employees had an active role in the company's business development.

##### **Description of Employee Performance Variables**

Respondents stated that they did not agree that every employee knew about the results he had achieved and the efforts to improve these results were 90%. Respondents agreed that every employee is aware of the focus of TQM, which is understanding how to do tasks and not just how to work by 88.3%. Respondents stated quite agree. The product quality indicator that stands out is product quality considering consumer satisfaction of 75%. Respondents stated that the production quantity around the industry average is 95%. Respondents stated that they quite agree and agree that work activities are quite effective at 100%.

Respondents agreed and strongly agreed that management is aware of empowering/supporting all employees optimally as a basis for achieving a competitive advantage of 70%. Based on the frequency and percentage, it is known that 90% of respondents stated that they quite agree and 10% agreed that the work performance of the employees of the Koperasi Kencana Makmur Lamongan was quite good, and no respondents stated that they did not agree or disagree.

### Validity and Reliability Test

The results of the validity and reliability tests in this study were carried out with the help of a computer program SPSS 22 for Windows, it can be stated that all items from understanding the influence of the economic environment are valid and reliable, this is known from the correlation coefficient  $r$  or the *corrected item total correlation* value and the alpha value. positive and greater than  $r$  table 0.05 df 58 = 0.258. Likewise with all items from understanding the dynamics of the labor market, having a long-term focus, growth and learning of all personnel, integration with company strategy, having and developing technical capabilities, having and developing conceptual skills, having and developing cooperative relationships, and all role items. active employees in the company's business development is valid and reliable, it is known from the correlation coefficient  $r$  or *corrected item total correlation* value and alpha value which is positive and greater than  $r$  table 0.05 df 58 = 0.258. Meanwhile, all employee performance items were also declared valid and reliable, based on the correlation coefficient  $r$  or *corrected item total correlation* value and positive alpha value and greater than  $r$  table 0.05 df 58 = 0.258.

### Multiple Linear Regression Model Test

The model used in this study is multiple linear regression, with the following model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \varepsilon$$

The model above was tested by analysis of variance, namely by comparing the calculated F value with the F table or it could also be by looking directly at the significance coefficient (probability) which is shown in the Anova table [44] . If the significance coefficient  $< 0.05$ , the model is significant to predict the hypothesis about the effect of the variable, but if  $> 0.05$  then the regression model is not significant to explain the effect of the variable. The Anova table appears in the results of the regression analysis presented, as follows:

**Table 1.** Analysis of the Regression Model with Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.238	9	.249	3,931	.001(a)
	Residual	3.162	50	.063		
	Total	5,400	59			

Source: Primary Data Processed (2022)

From the table, it appears that the coefficient of significance = 0.001  $< 0.05$  so it can be concluded that the regression model above is acceptable for predicting the hypothesis of the influence and relationship of the independent variables on the dependent variable.

### Multiple Linear Classical Assumption Test

**Table 2.** Statistical Collinearity Regression Model

Coefficient Regression	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
X1	.839	1.191
X2	.616	1,623
X3	.761	1.315
X4	.496	2015
X5	.797	1.254
X6	.273	3.660
X7	.784	1,276
X8	.939	1.065
X9	.410	2.441

Source: Primary Data Processed (2022)

Referring to table 2, it can be stated that the tolerance coefficient value is close to = 1 and the VIF coefficient is still below 10, which means that it meets the non-multicollinearity requirements or it can be said that there is no multicollinearity between the independent variables. The value of the Durbin Watson coefficient = 2.450 which means it is close to the value of two (2), so that  $D = 2 - 2r$  or  $2.450 = 2 - 2r$ . So  $2r = 2 - 2.450$  or  $r = -0.45/2 = -0.225$  (close to 0). It can also be stated that there is no autocorrelation or non-autocorrelation. The results of the heteroscedasticity test indicate that the distribution of data occurs randomly and there is no certain pattern or it can be said that there is no clear pattern of spread of paired data between the error and the predictor (independent variable), where the points spread above and below the number 0 on the vertical axis, so it can be concluded that there is no heteroscedasticity [44].

### Hypothesis testing

**Table 3.** Partial Regression Coefficient t Test

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	2,153	.691		3.114	.003			
X1	.031	.086	.042	.355	.724	.094	.050	.038
X2	-.014	.074	-.026	-.189	.851	-.159	-.027	-.020
X3	.093	.062	.186	1.501	.140	.083	.208	.162
X4	-.369	.167	-.340	-2.214	.031	-.302	-.299	-.240
X5	.184	.080	.278	2.291	.026	.368	.308	.248
X6	-.205	.161	-.264	-1,276	.208	-.173	-.178	-.138
X7	-.067	.108	-.076	-.620	.538	-.033	-.087	-.067
X8	.219	.090	.272	2.434	.019	.298	.326	.263
X9	.512	.169	.512	3.030	.004	.111	.394	.328

Source: Primary Data Processed (2022)

### Hypothesis Test 1

Based On Table 3, It Can Be Stated That There Are Four Independent Variables, Namely: Growth And Learning Of All Personnel (X4), Integration With Company Strategy (X5), Having And Developing Cooperative Relationships (X8) And The Active Role Of Employees In The Company's Business Development (X9) Which Has A Significant Effect On Employee Performance, While The Other Five Variables Are: Employees' Understanding Of The Company's External Influences (X1), Understanding Of The Dynamics And Competition Of The Labor Market (X2), Having A Long-Term Focus (X3), Possessing And Developing Technical Capabilities ( X6) And Having And Developing Conceptual Abilities (X7) Does Not Have A Significant Effect On Employee Performance. The Influence Of The Four Independent Variables Is Not Entirely Positive, Where The Growth And Learning Of All Personnel (X4) Has A Negative Effect, While The Others Have A Positive Effect, Namely: Integration With Company Strategy (X5), Having And Developing Cooperative Relationships (X8) And The Active Role Of Employees In Development. Company Business (X9). Shows That Hypothesis 1 Which States That All Variables Of Strategic Hr Elements Have A Significant Effect On Employee Work Performance, Is Not Proven True, Or Cannot Be Accepted [44].

### Hypothesis Test 2

The Results Of The T-Test As Shown In Table 3, That The Coefficient Of Significance For Growth And Learning Of All Personnel Is 0.031 Which Is At A Confidence Level Of 96.9%; For The Variable Of Integration With The Company's Strategy Has A Significance Coefficient Of 0.026 Which Means It Is Significant At The Confidence Level Of 97.4%; For The Variable Having And Developing A Cooperative Relationship With A Significance Level Of 0.019 Which Means It Is Significant At The Confidence Level Of 98.1% While For The Variable Active Role Of Employees In The Company's Business Development Has A Significance Coefficient Of 0.004 Which Means It Is Significant At A Confidence Level Above 99%. Judging From The Regression Coefficient, It Is Known That The Variable Active Role Of Employees In The Company's Business Development Has A Larger Regression Coefficient Of 0.512 Compared To The



Regression Coefficients Of Other Variables. This Fact Shows That The Employee's Active Role Variable In The Company's Business Development Has A Dominant And Positive Influence On Employee Job Performance [44]. Shows That Hypothesis 2 Which States That The Growth And Learning Of All Personnel Has A Dominant Influence On Employee Performance Is Not Proven True Or Cannot Be Accepted.

## V. CONCLUSION

The Strategic Hrm Elements That Have A Significant Influence On The Work Performance Of The Koperasi Kencana Makmur Lamongan Employees, Namely: Employee Growth And Learning, Integration Of Hrm With Company Strategy, Having And Developing Cooperative Relationships And The Active Role Of Employees In The Company's Business Development. Other Strategic Hrm Elements Do Not Have A Significant Influence, Namely: Employees' Understanding Of The Influence Of The Company's External Environment, Understanding The Dynamics And Competition Of The Labor Market, Having A Long-Term Focus (Future Orientation), Possessing And Developing Technical Capabilities And Possessing And Developing Conceptual Abilities. The Growth And Learning Of Personnel Has A Significant Influence On The Work Performance Of The Employees Of The Koperasi Kencana Makmur Lamongan With A Negative Influence, Meaning That The More Growth And Learning Of Personnel With The Same Methods And Methods Have Been Carried Out So Far, The Employee's Work Performance Tends To Decrease.

This Fact Shows That It Is Necessary To Immediately Revise The Techniques Or Methods That Have Been Used For The Growth And Learning Of The Employees Of The Koperasi Kencana Makmur . In The Descriptive Analysis, It Appears That There Is Growth And Learning Of Personnel, Where The Most Prominent Item Is That The Number Of Employees Is Adequate And Developing, But The Quality Of Employees Is Inadequate And Developing. This Fact Causes The Effect Of Negative Personal Growth And Development On Employee Performance. The Growing Number Of Employees Should Be Accompanied By A Growing Quality. The Strategic Hrm Element That Has A Dominant Influence On The Work Performance Of The Koperasi Kencana Makmur Lamongan Employees Is The Active Role Of Employees In The Company's Business Development, Meaning That If The Employee's Work Performance Is To Be Improved By A Causal Relationship With The Strategic Hrm Elements, The Main Priority Developed Is The Employee's Active Role In Development. The Company's Business, The Second Priority Is To Revise The Ways Of Managing Personnel Growth And Learning, Then To Have And Develop Cooperative Relationships And The Integration Of Hrm With The Company's Strategy.

## VI. ACKNOWLEDGMENTS

The Researcher Would Like To Thank The Leadership Of The University Of Muhammadiyah Lamongan, Especially The Chair Of The Institute For Research And Community Service Who Has Provided Financial Support And Facilities That Can Help Smooth This Research. To Colleagues In The Management Study Program, Faculty Of Economics And Business, The Researcher Expresses Sincere Appreciation For The Advice And Motivation So That This Research Can Be Completed Properly . To The Management And All Employees Of The Koperasi Kencana Makmur Who Have Provided The Opportunity For Researchers To Gain Access To Data And Information That Is Very Important To Fulfill This Research. As Well As Further Researchers, In Order To Complete This Research, By Completing The Variables That Have Not Been Included In This Study And Using More Up-To-Date Research Methods, So As To Obtain More Optimal Results.

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