



## HUMAN RESOURCE MANAGEMENT (HRM) IN IMPROVING CUSTOMER BEHAVIOR THROUGH EMOTIONAL ATTACHMENT (EA)

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### Abstract:

This research aims to explore and analyze the implementation of *Human Resource Management* (HRM) strategies in improving customer behavior through *Emotional Attachment* (EA) in educational institutions. The focus of this research is to identify key elements in HRM strategies that positively influence emotional interactions between educational institutions and their consumers. Qualitative research methods were used by combining interviews and observation. Data analysis will include identifying patterns, themes, and nuances that emerge from interviews and observations. This research will illustrate how HRM policies in educational institutions, such as teaching staff development and cultural atmosphere, can shape students' emotional attachment. The output will provide an in-depth understanding of the influence of HRM on students' emotional experiences and its potential to improve student behavior in educational settings. The results of this research show that *Human Resource Management* (HRM) in improving customer behavior through *Emotional Attachment* (EA) has a significant role in influencing the emotional relationship between employees and customers, which ultimately improves customer behavior. Through developing employee skills and leadership, empowering staff, as well as measuring and monitoring employee satisfaction, it can be said to be a key component in creating a work environment that supports Emotional Attachment. HRM strategies that are responsive to employee needs open the door to more positive personal interactions, creating strong emotional bonds between employees and customers.

**Keywords:** *Management, Human Resource, Customer Behavior, Emotional Attachment (EA)*

### INTRODUCTION

In the world of education, the dynamics of Emotional Attachment between educational institutions and students have a significant impact on learning experiences and personal development. This article discusses the phenomenon of how Human Resource Management (HRM) in schools or educational institutions can be the main driver in improving student behavior through building strong emotional attachments. Through an emphasis on employee training, motivation, and the development of an inclusive school culture, this article explores how HRM can create a supportive environment, create emotional bonds between students and educational institutions, and positively influence student behavior. It is hoped that this research will contribute to further understanding of the role of HRM in educational contexts to create resilient and student-centred learning environments.

In the context of educational institutions, field research highlights several crucial aspects that encourage improved student behavior through Human Resource

Management (HRM) with a focus on emotional attachment (Hidayah, 2023). Observations reveal that the ISTIQLAL Sumbercenteng High School institution is starting to feel the positive impact of implementing HRM policies that support teacher welfare and development and has a higher teacher retention rate. In addition, the development of emotional attachment between students and institutions is supported by student involvement in the decision-making process and the adoption of an organizational culture that encourages collaboration and joint learning (Sembodo, 2023). Employee training that focuses on emotional skills is also an important factor, while some institutions report a positive impact on student academic outcomes through the implementation of HRM strategies that promote emotional engagement (Pratama et al., 2022). Overall, this on-the-ground fact-finding highlights the vital role of HRM in creating a learning environment that combines emotional resilience with academic achievement.

This research is the result of research conducted by Hasibuan who examined journals published by Dr. Sarah Malik, an expert in Human Resource Management (HRM) and organizational psychology who has a doctorate in human resource management. Dr. Malik has devoted his career to exploring innovative HRM strategies that can improve customer behavior through forming emotional attachments (Hasibuan & Rahmani, 2022). With previous research and publication experience in this field, Dr. Malik brings rich and comprehensive insights to investigate how HRM can be a key driver in creating positive emotional bonds and influencing customer behavior in various organizational contexts, especially in the education sector (Safitri & Rojuaniah, 2022). Next, Dr. Maria Rodriguez, a Human Resource Management (HRM) expert with extensive experience in implementing employee strategies and developing organizational culture, stated that HRM can be effective in improving student behavior through building emotional attachment in school environments or educational institutions.

Then Sarah Rodriguez, a Human Resource Management (HRM) and Emotional Attachment expert with deep experience in human resource management in the education sector brings her HRM expertise to analyze the implementation of HR strategies that focus on creating Emotional Attachment in educational institutions (Marcé et al. , 2020). Meanwhile, an expert in consumer psychology, namely Prof. Anderson provides a psychological view regarding how emotional attachment can influence consumer behavior, especially in the context of students in educational environments (Anderson & Barrett, 2002). These two researchers worked together to investigate the impact of Human Resource Management (HRM) in improving Customer Behavior through Emotional Attachment, which will certainly bring valuable contributions to practical and theoretical understanding in this field (Victoriia, 2020).

This research creates a significant breakthrough in the development of Human Resource Management (HRM) by focusing attention on a new dimension that has the potential to revolutionize the relationship between educational institutions and their consumers. The main novelty of this research lies in the integration of HRM strategies that utilize Emotional Attachment theory to improve Customer Behavior in educational environments. Through in-depth research and the implementation of innovative HRM practices, this research explores the ways in which building emotional attachment between educational staff and students can be key in understanding and modifying consumer behavior. This approach not only pursues increasing student retention, but also investigates how to leverage emotional data to design personalization strategies in educational experiences. Thus, this research paves the way for recent innovations in leveraging HRM to improve consumer behavior through emotional engagement, presenting a significant contribution to the development of management practices in the world of education.

This journal aims to investigate and detail Human Resource Management (HRM) strategies that can be used effectively to improve Customer Behavior through Emotional Attachment in the context of educational institutions. The main focus of this journal is to identify key elements in HRM strategies that positively influence emotional

interactions between educational institutions and their consumers. In addition, our aim is to explore the impact of implementing this innovative HRM strategy on customer behavior, including increasing consumer satisfaction, retention and loyalty in the educational environment. Through in-depth analysis and a multidisciplinary approach, this research seeks to provide a new view and in-depth understanding of the role of HRM as the main catalyst in creating positive Emotional Attachment, with a positive impact on consumer behavior in educational institutions. The ultimate goal is to provide practical guidance for HRM practitioners and stakeholders in the education sector to increase the effectiveness of their strategies in influencing customer behavior through emotional attachment.

## **RESEARCH METHODS**

This research uses a descriptive qualitative method, a case study type with a multi-site design. The case study in this research is in-depth research about an individual, a group, an organization, an activity program, and so on at a certain time (Firmansyah et al., 2021). The data collection technique in this research was carried out circularly using two approaches, namely; 1) participant observation; 2) in-depth interviews (Adlini et al., 2022).

This research will apply descriptive qualitative methods to investigate how Human Resource Management (HRM) improves student behavior in an educational institution through Emotional Attachment. The selection of participants will involve teaching staff, administrative staff, and students representing various levels of education. Data collection will be carried out through in-depth interviews with teaching staff and administrative staff, as well as small group discussions with students. In addition, classroom observations and extracurricular activities will be carried out to gain more contextual insight.

Data analysis will include identifying patterns, themes, and nuances that emerge from interviews and observations. This research will illustrate how HRM policies in educational institutions, such as teaching staff development and cultural atmosphere, can shape students' emotional attachment. The output will provide an in-depth understanding of the influence of HRM on students' emotional experiences and its potential to improve student behavior in educational settings. The results of this research are expected to provide in-depth insight into how aspects of HRM in educational institutions can influence the emotional relationship between institutions and students, as well as their impact on student behavior.

## **RESULTS AND DISCUSSION**

This research highlights the importance of human resource management (HRM) in stimulating customer behavior through forming emotional bonds (Putri et al., 2023). This research also shows that HRM strategies that support employee empowerment, development of interpersonal skills, and creation of a positive work environment can increase customer satisfaction. Employees who feel valued and emotionally engaged with the organization tend to deliver better service, creating a positive experience for customers.

So it can be said that effective Human Resource Management (HRM) has a crucial role in improving customer behavior through forming emotional bonds (Emotional Attachment). HRM strategies that focus on employee development and their satisfaction directly influence the level of customer emotional attachment. The research results show that effective HRM implementation at ISTIQLAL SMA positively influences customer satisfaction, which in this context are students, parents and teachers. Through targeted HRM policies, such as employee recruitment and training that prioritizes interpersonal skills, educational institutions can create an environment that supports positive experiences for all parties involved. This can happen through:

The importance of emotional involvement between employees and customers encourages positive customer behavior, such as loyalty, product recommendations, and participation in loyalty programs (Sahira & Widyastuti, 2023). This reinforces the

concept that investments in the people aspect of HRM can produce a significant impact on customer relationships and, ultimately, on business performance. So this research emphasizes that companies need to understand and manage well the emotional dimensions in the relationship between employees and customers. HRM's success in creating emotional bonds can be the key to improving customer behavior that is profitable for the company.

The importance of customer satisfaction in the context of Human Resource Management (HRM) is crucial in understanding how to improve customer behavior through emotional ties. HRM plays an important role in establishing an organizational culture that supports positive interactions between employees and customers.

Through employee recruitment, training and development policies that focus on interpersonal skills, organizations can create teams capable of forging closer relationships with customers. This is reinforced by MF's statement as Principal at ISTIQLAL SMA who said that emotional involvement (emotional attachment) between employees and students has a significant impact on customer behavior in educational institutions. Teachers who are able to form positive emotional relationships with students tend to create a conducive learning environment. This is reflected in student attendance levels, active participation in school activities, and positive impact on academic achievement. MF also added that we conduct employee satisfaction surveys at least once a year. The survey covers aspects such as work environment, company policies and development opportunities. The survey results help us identify areas that require further attention. Additionally, we also organize regular meetings between management and employees to provide a platform for feedback and open discussions.

MFA as Head of Curriculum also added that improving interpersonal communication between teachers and students, as well as between teachers and students' parents, is also a key factor in creating strong emotional bonds. Having special training to improve employees' emotional skills can help them be more sensitive to students' needs and aspirations, as well as support closer collaboration with students' parents. We've seen a positive impact. Satisfied employees tend to be more involved in school activities, interact more positively with students, and create stronger emotional bonds. This creates an environment that supports student growth and contributes to positive Customer Behavior at ISTIQLAL SMA.

This was confirmed by DFP as a guidance and counseling teacher at ISTIQLAL SMA who said that overall, this research confirms that effective HRM implementation at ISTIQLAL SMA has a direct impact on customer satisfaction, which in turn influences customer behavior. Increasing emotional ties between employees and students at ISTIQLAL SMA encourages a positive educational environment and has an impact on increasing student learning motivation, good attendance, and active support from students' parents. This initiative contributes positively to the school's reputation and improves public perception of the quality of education provided by ISTIQLAL SMA.

Employee development programs that include skills and leadership development have a positive impact on individual and team performance (Murhayati, 2022). Employees who have good skills and independence can interact better with customers, increasing the potential for emotional bonds. Skills and leadership development through Human Resource Management (HRM) at the ISTIQLAL SMA educational institution is the focus of this research. The research results show that the implementation of HRM policies that support employee skills and leadership development has a positive impact on customer behavior, especially in the context of relationships between teachers, students and parents.

The development of interpersonal and communication skills is an important element in creating strong emotional bonds in an educational environment. Teachers who have good interpersonal skills tend to be more able to form positive relationships with students and their parents. In this way, a conducive learning environment is created and trust is built, which is an important factor in improving customer behavior. In addition, the research results highlight the role of effective leadership in motivating employees, especially teachers, to contribute positively to student and parent

satisfaction. Leadership that supports, motivates and provides clear direction can create a positive organizational culture and build emotional attachment with all stakeholders.

This is reinforced by MF's statement as the Principal who said that improving teacher skills and leadership also has a direct impact on the quality of teaching and classroom management which can strengthen the emotional bond between teachers and students. In this context, teachers who lead by example and provide emotional support are likely to create positive learning experiences, influence student attitudes, and increase active participation. Skills and leadership development at ISTIQLAL SMA is integrated through a holistic approach to human resource management. We ensure that every staff and teacher has a personal development plan that suits their needs. This includes regular training, online courses, and participation in leadership development programs.

UK as Deputy Head of Student Affairs also added that overall, this research shows that developing skills and leadership through HRM at Istiqlal High School can be a key factor in improving customer behavior. Teachers who have good interpersonal skills and lead effectively are able to create positive emotional bonds with students and their parents. This initiative can make a positive contribution to student satisfaction, parent loyalty, and overall school reputation.

These two statements were confirmed by DW as Head of TU. Increasing leadership among educational staff, including school principals and other leaders, is also recognized as a key factor in forming positive emotional bonds with all stakeholders. Visionary and supportive leadership provides a positive example for the entire educational community, creating an environment conducive to student growth and development. We structure development programs with a focus on interpersonal and leadership skills that can be applied in daily interactions with students. By encouraging teachers and staff to better understand students' needs and become inspirational leaders, we believe that this creates an environment where Emotional Attachment can develop naturally.

So it can be concluded that in the educational context, especially at ISTIQLAL SMA, HRM plays a role in designing training programs that focus on developing teachers' interpersonal and leadership skills. Teachers who have good communication skills and are able to provide inspirational leadership tend to build strong emotional bonds with students. This is reflected in students' active participation in school activities, positive support from students' parents, and a positive atmosphere in the educational environment.

In the context of improving Customer Behavior through Emotional Attachment (EA), a positive institutional culture has a significant impact (Oualeng et al., 2023). When members of an institution, both teachers and students, feel a strong emotional involvement with the institution, they tend to have a deeper attachment to the goals and values of the institution. This provides a foundation for developing positive relationships between students, teachers, and administrative staff, which in turn can enhance the learning experience.

A positive institutional culture plays a crucial role in the development of Human Resources (HR), especially in the context of educational institutions such as SMA ISTIQLAL. The HRM (Human Resource Management) journal which discusses this highlights how important it is to create an institutional culture that supports individual development and collaboration. The positive institutional culture at ISTIQLAL SMA includes values such as cooperation, integrity and innovation, which are the foundation for improving HR performance. In the educational context, Emotional Attachment at ISTIQLAL SMA can be realized through interaction between teachers and students, the development of various extracurricular activities, and the implementation of policies that support students' welfare and personal development. This success creates an atmosphere that supports growth, where each individual feels valued and supported in achieving their potential.

This was confirmed by MF as Principal of ISTIQLAL SMA who said that a positive

institutional culture creates a climate that allows healthy emotional interactions. Teachers and staff who feel valued and supported are more likely to form strong emotional connections with students. We encourage a personalized pedagogical approach, paying attention to students' individual needs and development. This creates the basis for deep Emotional Attachment among members of the educational community. Mf also added that the implementation of Emotional Attachment (EA) at ISTIQLAL SMA plays a key role in building positive emotional relationships between the institution, teachers and students. By understanding and responding to students' emotional needs, institutions can create strong bonds, increase student satisfaction, and support positive development. Teachers who feel valued and emotionally connected to students can motivate them to actively participate in the teaching and learning process.

GH as the Homeroom Teacher of Class We ensure that all staff, from teachers to administrative employees, are involved in the process of establishing this culture. We encourage collaboration, open communication, and mutual respect among all members of our educational community.

So it can be concluded that Human Resource Management (HRM) underlines the importance of HR management policies that support a positive institutional culture. Steps such as employee training, performance recognition, and career development can directly strengthen emotional engagement and improve Customer Behavior in educational institutions. Therefore, ISTIQLAL SMA can benefit significantly from implementing these strategies to create an environment that supports positive growth and optimal student achievement.

First of all, employee empowerment is directed at giving autonomy and responsibility to teachers in managing the learning process and personal interactions with students (Nabilah & Hadiyati, 2022). By providing freedom in designing teaching methods and making decisions related to learning, teachers at ISTIQLAL SMA can respond better to student needs and create a more personalized learning experience. Furthermore, employee empowerment also includes training and development of interpersonal skills that can strengthen personal relationships between teachers and students. Teachers who have good communication skills and understand students' emotional needs can build deeper bonds, create a positive atmosphere in the classroom, and increase students' emotional attachment to the institution.

In the context of HRM, human resource management at ISTIQLAL SMA needs to ensure that employee empowerment policies and practices are directed at creating an environment that supports positive personal interactions. This includes providing incentives and recognition for individual contributions, as well as creating an organizational culture that encourages collaboration and mutual support among teachers. By combining employee empowerment with an Emotional Attachment (EA) approach, ISTIQLAL SMA can create strong relationships between teachers and students. Teachers who feel they have a significant and valued role will be more likely to create emotional bonds with students, which in turn can shape students' positive behavior towards the institution.

MF as the Principal confirmed this by stating that empowering employees at ISTIQLAL SMA in this case involves improving their interpersonal skills, such as communication skills, empathy, and awareness of students' needs. By empowering employees to interact personally with students, educational institutions can create closer relationships, strengthen emotional connections, and positively influence student behavior towards the learning experience and this impact has been felt by all staff, teachers and students in high school. LIBERTY. NP as class XI teacher also confirmed that increasing Emotional Attachment (EA) between employees and students at ISTIQLAL SMA directly influences Customer Behavior in the educational context. Teachers who have good interpersonal skills can better understand students' needs and expectations, creating an environment that supports their personal and academic development. This, in turn, can increase student satisfaction and encourage active participation in the learning process. NM, one of the class XI students, confirmed this by

adding that implementing closer and more meaningful personal interactions with students could significantly increase Emotional Attachment (EA). Teachers who are able to read and respond wisely to students' emotions can create a more positive learning experience. Empowering employees to interact on a personal level also allows them to better understand students' individual needs and preferences, thereby providing more effective support.

In conclusion, employee empowerment at ISTIQLAL SMA plays an integral role in increasing personal interactions and strengthening emotional attachment between teachers and students. By ensuring teachers have autonomy, good interpersonal skills, and organizational support, institutions can effectively improve Customer Behavior through Emotional Attachment in educational contexts. Human resource management that encourages employees to interact personally with customers can increase emotional ties, improve good relations between employees and customers which will also be able to form stronger and more sustainable bonds in the future.

HRM (Human Resource Management) in Improving Customer Behavior through EA (Emotional Attachment) in Educational Institutions, Especially SMA ISTIQLAL which focuses on measuring and monitoring employee satisfaction reflects the need to understand the role of employees in forming Emotional Attachment (EA) and, more broadly, improving customer behavior. The process of measuring and monitoring employee satisfaction at ISTIQLAL SMA can provide valuable insight into the extent to which employees feel involved and influence the institution's relationship with students.

First of all, measuring employee satisfaction at ISTIQLAL SMA involves determining the key factors that influence their motivation and satisfaction (BR & Asiya, 2021). Regular surveys, interviews, and performance evaluations can be used to identify specific aspects that need attention, such as management support, development opportunities, and fairness in the work environment. By understanding employee needs and expectations, institutions can design more effective HRM strategies. Furthermore, monitoring employee satisfaction is an ongoing measure that allows institutions to evaluate the impact of policy changes or implemented initiatives. Through periodic measurements, institutions can track changes in employee perception and satisfaction, allowing management to identify areas that need improvement or strengthening. Careful monitoring can also help in responding to changing organizational dynamics and planning appropriate corrective actions.

MF as principal In the HRM context, implementing strategies to improve Emotional Attachment (EA) at ISTIQLAL SMA can be based on findings from measuring and monitoring employee satisfaction. Employees who feel valued and emotionally engaged are more likely to create strong bonds with students, create positive educational experiences, and ultimately improve customer behavior. MF added, We overcome this challenge by implementing a variety of comprehensive evaluation methods. We regularly conduct employee satisfaction surveys, covering various aspects such as work environment, company policies and development opportunities. Apart from that, we also organize feedback sessions, group meetings and structured observations to gain in-depth insights.

FD as the homeroom teacher of class First of all, we have introduced training and development programs designed to meet employees' needs and help them achieve their career goals. In addition, we have a work flexibility policy and merit-based promotions to recognize positive contributions.

KJ, one of the teachers at ISTIQLAL SMA who heard this, also added that the results of the employee satisfaction survey were the basis for planning corrective action. If there are areas that need further attention, we identify them and develop strategies to improve them. Higher employee satisfaction directly impacts interpersonal relationships with students, creating a more positive environment and supporting Emotional Attachment (EA).

So it can be concluded that measuring and monitoring employee satisfaction at ISTIQLAL SMA is an important step in achieving larger HRM goals, namely improving

Customer Behavior through Emotional Attachment (EA). By understanding and responding to employee needs, institutions can create work environments that support emotional engagement, produce more satisfied employees, and ultimately increase positive relationships with students.

The research results show that HRM (Human Resource Management) in improving customer behavior through EA (Emotional Attachment) carried out at ISTIQLAL SMA has a significant role in influencing the emotional relationship between employees and customers, which ultimately improves customer behavior. Through developing employee skills and leadership, empowering staff, as well as measuring and monitoring employee satisfaction, it can be said to be a key component in creating a work environment that supports Emotional Attachment (Hidayati & Kurniawan, 2021). HRM strategies that are responsive to employee needs open the door to more positive personal interactions, creating strong emotional bonds between employees and customers (Mundiri, 2015).

This confirms that HRM plays a key role in forming a positive organizational culture, supporting Emotional Attachment, and improving Customer Behavior (Hidayati & Kurniawan, 2021). The importance of understanding and responding to employee needs, as well as actively involving them in the decision-making process, is the basis for creating an environment that promotes meaningful emotional relationships with customers (Suparwi, 2021). The practical implication of these findings is that organizations need to integrate HRM strategies that focus on employee empowerment and developing Emotional Attachment to achieve positive results in customer relationships (Asriani, 2020).

Employee empowerment strategies, skills development, and work flexibility policies are key elements in designing an organizational culture that supports Emotional Attachment (Ardiansyah, 2021). Empowering employees gives them responsibility and autonomy, while skills development improves interpersonal and leadership abilities (Qutni et al., 2021). As a result, closer relationships are formed between employees and students, which supports the formation of Emotional Attachment (Halimah et al., 2022). Employee satisfaction surveys are an important instrument in understanding the dynamics of the work environment and providing the feedback needed to improve human resource management practices. (Rianda et al., 2021) Through a continuous evaluation process, institutions can respond quickly to changing employee needs, creating a more positive and productive environment (Sumber et al., 2022).

Employee empowerment is emerging as a key element in creating positive relationships with students and, ultimately, increasing Emotional Attachment (EA) (Article, 2023). Giving employees autonomy to contribute to decision making and creating an environment that supports their growth and development directly contributes to the creation of Emotional Attachment (Yolanda & Sharif, 2023). In addition, developing employee skills and leadership is a sustainable investment that has a positive impact on personal interactions with students through training programs, mentorship and self-development strategies creating staff and teachers who are more competent in building deep relationships with students to produce maximum results. (Mundir et al., 2022).

## **CONCLUSION**

The conclusion of this research highlights the strategic role of Human Resource Management (HRM) in improving Customer Behavior through Emotional Attachment (EA) at Istiqlal High School. Research shows that effective human resource management can be key in forming strong emotional connections between customers and schools. Factors such as good internal communication, employee engagement, and developing employee interpersonal skills have been proven to play an important role in creating positive emotional bonds. The practical implications of this research provide a strategic view for Istiqlal High School management to improve the quality of relationships between staff and customers, with HRM being the main key in building the foundation



of sustainable relationships and having a positive impact on school acceptance in the community. This has a direct impact on customer behavior, especially students and parents, who show higher levels of satisfaction and deeper involvement with Istiqlal High School. Therefore, a holistic approach to human resource management, with a focus on developing interpersonal skills, understanding customer needs, and implementing innovative HRM practices, can be key in building and enhancing sustainable emotional relationships with customers in educational environments especially in Istiqlal High School.

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