

Analysis of Human Resource Development and Work Motivation in Improving Service Quality at JNE Agent Villa Dago Pamulang

Devi Putri Isnaeni¹, Henni Marlinah^{2*}, Hendri Gunawan³

Management Study Program, Faculty of Economics and Business, University of Pamulang
Email: dosen02285@unpam.ac.id*

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* Correspondence Writer

Abstract

This study aims to find out the human resource development that has been carried out in an effort to improve the quality of service at JNE Agent Villa Dago Pamulang, what efforts have been made so far to increase employee work motivation at JNE Agent Villa Dago Pamulang, Obstacles in developing human resources and work motivation in improving the quality of service at JNE Agent Villa Dago Pamulang. This study uses a qualitative descriptive approach. Data collection techniques are in the form of interviews, observations, and documentation. The result of this research is that the development of human resources at JNE Agent Villa Dago Pamulang has been carried out well, namely through training at the agent and at the center, providing briefings through training and during briefings and helping employees who experience difficulties while working. The efforts made at JNE Villa Dago Pamulang Agent are by providing services in the form of appropriate wages or salaries, by trying to create comfortable and harmonious working conditions for employees, providing adequate facilities. The obstacle in developing human resources and work motivation at JNE Agent Villa Dago Pamulang is the number of similar competitors with their respective advantages and employee personalities that need to be improved again in order to serve consumers well.

Keywords: *Human Resource Development; Work Motivation; Quality of Service.*

INTRODUCTION

Business development in the service sector today is growing rapidly. One of them is the service business. The increase in business in the service sector is inseparable from the needs of the community to meet their living needs. One of the things that is in great demand by the public is the business in the field of expedition services.

The use of expedition services is also increasing with the existence of a new lifestyle from today's society. Currently, there are many expedition services known by the public such as JNE, TIKI, Pos Indonesia, J&T. Business competition in the field of shipping services is becoming increasingly fierce. Service companies always try to provide the best service to attract consumers. PT. Tiki Jalur Nugraha Ekakurir (JNE) is one of the expedition services that are in demand by the public, JNE is a company whose activities are to provide services for the delivery/delivery of documents and/or goods.

In terms of service quality, it can be said to be good, if there are several categories of services, including: 1) Suitability of time in service, including *waiting time* during transactions and payment processes; 2) Accuracy in service, namely reducing errors in the form of services and transactions; 3) Behavior when providing services; 4) Ease of obtaining a service, such as the availability of human resources to serve consumers, as well as supporting facilities in finding the availability of a product; and 5) Consumer convenience, such as layout, parking, comfortable waiting room, cleanliness, information services, and so on

Human Resource Development (HR) is one of the most important parts of organizational development in a company. Human resource management considers that employees are the main asset in a company that must be managed properly. With the quality of good performance from employees, it will have a positive effect on employees and the company itself. Every company that is able to compete

must have quality and competent human resources. However, to form employees with good performance, of course, the company must provide a development program for every employee in its company

According to Schuler and Youngblood in Sanerya Hendrawan, et al. (2012: 148), who emphasized that studying human resource development from an organization, humans as part of an organization, so it is revealed that human resource development in an organization will involve various factors, namely education and training.

From the above opinion, it is explained that education and training is an effort to develop human resources, especially to develop intellectual abilities and human personality. To create good competent employees, employee development must be carried out in a continuous, sustainable, gradual, and measurable manner.

As a company engaged in services and many things can only be done by human resources (HR) and cannot be replaced by machines, JNE realizes that employees are important assets that must be maintained, cared for, and developed.

Human Resource Development

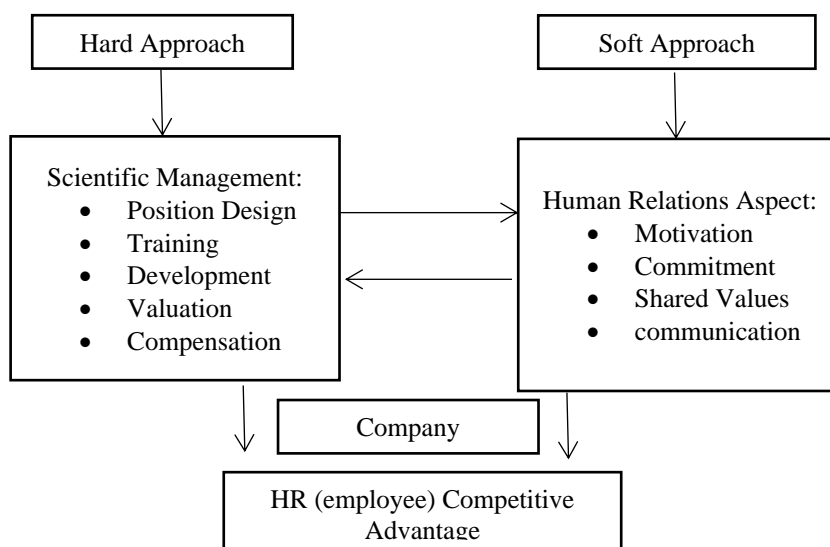


Figure 1. Human Resource Development

In the world of expedition services, customer satisfaction is the most important thing. Especially with the development of the increasingly rampant digital era, the online shopping habits carried out by people are getting more and more stratified, of course new problems will arise. Moreover, companies engaged in expeditions that almost always experience problems with signs of customers who are not satisfied with the service, as well as customers who complain about the service.

PT. TIKI Jalur Nugraha Ekakurir (JNE) is a company whose activities are to provide delivery/delivery services for documents and/or goods. Similar to expedition companies in general, JNE has problems faced both in terms of service process and customer satisfaction. To solve various problems that occur, it is necessary to have an evaluation carried out by the company. By developing human resources, it is hoped that it can overcome these problems, as well as the goal of improving the quality of service in accordance with the company's vision and mission, as well as making the company better and able to compete with other expeditions.

Especially now that more and more rivals are emerging, making customers vulnerable to switching from PT. Tiki Jalur Nugraha Ekakurir (JNE). Based on the description above, the author is interested in writing a research entitled Analysis of Human Resource Development and Work Motivation in Improving Service Quality at JNE Vila Dago Pamulang.

Literature Review

Human Resource Development

According to Chris Rowley and Keith Jackson (2012: 88) human resource development is a process that is carried out to develop workers' knowledge, skills, and abilities, as well as competencies developed through development, organizational learning, leadership management, and knowledge management for the sake of performance improvement.

Human resource development is an activity that must be carried out by organizations, so that their knowledge, abilities, and skills are in accordance with the guidance of the work they are doing. With this development activity, it can be expected to improve and overcome shortcomings in carrying out work better, in accordance with the development of science and technology used by the organization (M. Kadarisman, 2013:05).

Work Motivation

According to Hamzah B. Uno (2008: 1) states that motivation is a force, both from within and from the outside that encourages a person to achieve certain goals that have been set previously. Meanwhile, according to Anwar Prabu Mangkunegara (2013:93) states that work motivation is a tendency to be active and begins with self-drive and ends with self-adjustment. Self-adjustment is said to satisfy motives.

Based on the explanation above, it can be concluded that work motivation is an encouragement from within or from outside to a person or work group to want to carry out their duties to achieve certain goals.

Quality of Service

According to Tjiptono (2012), service quality is a dynamic condition that is closely related to products or services as well as human resources and the environment that are at least accepted or can exceed the expected quality of service. According to Tjiptono (2012), the meaning of service quality is an effort to meet the needs of customers which is carried out with the desire and accuracy of the way of delivery so that it can meet the expectations of customer satisfaction. Meanwhile, according to Gronroos quoted from Sirine Hani (2017), a quality of service is the action that a person offers to others. This action is not in the form of but can be felt.

METHOD

The approach in this study is a qualitative approach. This means that the data taken is not from numbers, but from interviews, observations, and other documentation. So that the purpose of qualitative research is to describe the empirical reality behind the phenomenon in depth, detail, and completely. Therefore, the use of a qualitative approach in this study is to match the empirical reality with the prevailing theory using a descriptive method. The research was conducted at JNE Agen Vila Dago Pamulang which is located at Jalan Salak Raya Blok. H No. 2, Pondok Benda, Pamulang, Pd. Benda, Pamulang District, South Tangerang City, Banten 15417. This research was carried out starting in October 2022.

The types of data used by the researcher in this study are primary data and secondary data. Primary data sources are data that are directly collected by researchers (or their officers) from their first source (Sumadi, 2013:39). In this study, primary data was obtained through interview techniques conducted by providing a number of questions related to the problem in the research to the informants who had been determined. A secondary data source is the second data source after the primary data source. According to Sugiyono (2014:225), secondary data is data obtained from existing sources, meaning that the source is not directly given data to the data collector. This study obtained secondary data from reference books on human resource development, work motivation, and service quality.

The determination of informants in this study uses the *purposive sampling technique*. *Purposive sampling* technique is a deliberate sampling technique with certain considerations (Sugiyono, 2014:218). The informants in this study are employees of JNE Agent Villa Dago Pamulang and consumers of JNE Agent Villa Dago Pamulang. The informants in this study include: 1) Alfiyanti as the Coordinator of the JNE Agent of Villa Dago Pamulang; 2) Nina Destiani as SCO (Sales Counter Officer) of JNE Agent Villa Dago Pamulang; 3) Yola Dwi Fajriani Oktavia SCO (Sales Counter Officer) JNE Agent of Villa Dago Pamulang; 4) Shandy as a customer of JNE Agent Villa Dago Pamulang; and 4) Flora Adelia as a consumer of JNE Agent Villa Dago Pamulang.

Data collection techniques are a way to obtain truth in a study of the results obtained as a whole. This research uses interview, observation, and documentation techniques. The data analysis techniques used include: *data reduction*, *data display*, and *data verification (data variation)* (Sugiyono, 2014:247)

RESULTS AND DISCUSSION

Overview of the Research Object Company

PT. Tiki Jalur Nugraha Ekakurir (JNE) is a company whose activities are to provide delivery/delivery services for documents and/or goods. JNE Agen Villa Dago was founded in 2007 by Mr. Hari Adi, S.H. who was still an employee at that time. Mr. Hari Adi, S.H. joined JNE because he saw the great opportunity of the expedition at that time.

The beginning of the establishment of JNE Villa Dago Agent was carried out manually in its operational activities, both for address input and receipt printing, initially not using a computer or still manual, as time went by, starting to use a computer. His employees often deliver consumer goods to the warehouse. As time goes by, the more customers there are, the warehousing provides operational cars to pick up goods to agents.

In 2007 until now, JNE Villa Dago Agent has expanded its business network by having several agents in several places. With details, JNE Agent Permata Pamulang, JNE Agent Rodondo Reni, JNE Agent Villa Pamulang, JNE Agent Witana Harja, and JNE Agent Cinangka. However, after Covid-19, there was a decrease in revenue in two agents, namely JNE Agen Witana Harja, and JNE Agen Cinangka so that the two agents had to be closed.

Human resource development that has been carried out to improve the quality of service at JNE Agent Villa Dago Pamulang

One of the problems with the quality of service in companies is the limited quality of human resources to build companies engaged in services. Both in providing delivery/delivery services of documents and/or goods.

From the results of interviews with JNE employees, it is not uncommon to encounter consumers who complain because the package is late, consumers want the package to arrive quickly but use the wrong rate, the package is lost because the package size is too small or lost because the address is not suitable. With these problems, it is necessary to have a way to develop human resources carried out by its employees, in order to minimize problems at JNE.

There are several methods of human resource development carried out by JNE Villa Dago Agent, starting from training for new employees. This training is carried out for two weeks by new employees and *coaching*/guided by the agency department.

The things learned in this training are: 1) Opening the hybrid (for entering the destination address and how to print receipts); 2) How to ship the goods using insurance; and 3) Cashless input (receipt input from several *e-commerce*/online sites, namely Tokopedia, Shopee, Bukalapak, and others)

By conducting training for two weeks, or until new employees are proficient in doing their duties, it is hoped that new employees can work well, and can be qualified in providing services to consumers. For old employees, they can also do training held by the JNE center, which is located in Cimone. This training is carried out for one to two hours.

In addition to training, human resource development to improve the quality of service carried out by JNE Villa Dago Agent is to do recreation with superiors and employees. This method can refresh their minds for a moment, but this activity is not necessarily done when it is carried out due to the company's uncertain income lately.

Work motivation that has been carried out to improve the quality of service at JNE Agent Villa Dago Pamulang

According to Malayu S.P Hasibuan (2003: 95) stated that "Motivation is the provision of driving force that creates a person's enthusiasm for work, so that they want to cooperate, work effectively and be integrated with all their efforts to achieve satisfaction." Providing motivation can improve employee performance so that the quality of service also increases. This needs to be felt by JNE employees, both internal motivation or motivation that arises from within themselves or external motivation or motivation provided by external parties.

In order for employees to work well, the Chairman of JNE Agen Villa Dago motivates his employees both in terms of the work environment and fair and decent compensation for employees.

From the results of interviews with informants, JNE employees feel comfortable in the work environment, because the room is air-conditioned, there is wifi, employees cooperate with each other, help each other, and provide mutual support between employees. This is the motivation for employees to be able to improve the quality of their services.

Obstacles in human resource development and work motivation in improving the quality of service at JNE Agent Villa Dago Pamulang

In running a business, it will always face fluctuations, and will encounter obstacles in its operations, but the company must be ready for these consequences and must have a strategy in overcoming these obstacles. The same is true of JNE Villa Dago Agents who experience obstacles in carrying out human resource development and in providing work motivation to improve the quality of their services.

The obstacle arises from the logistics market itself considering the large number of competitors similar to JNE, namely companies engaged in expedition services, as well as the lack of desire of employees to hone their abilities and skills, so that the personality of employees needs to be improved again in order to serve consumers well. Therefore, JNE Villa Dago Agent holds regular meetings every month.

There are advantages that JNE Villa Dago Pamulang Agent has to be able to compete, namely JNE already has many branches, even in remote areas there are no expedition services other than JNE, then the shipping costs offered are also cheaper, and maintain JNE's image in the eyes of customers.

CONCLUSION

Human resource development carried out by JNE Agen Villa Dago to improve the quality of service by providing continuous training and training, both at the agent and at the center, as well as holding activities outside the workplace.

JNE employees feel comfortable in the work environment, because the room is air-conditioned, there is wifi, employees cooperate with each other, help each other, and provide mutual support between employees, as well as providing fair and decent compensation for employees. If this is done properly, employees can carry out their duties well and can improve the quality of service at JNE Villa Dago Pamulang Agents, so that consumers feel comfortable using JNE's services/expeditions.

The obstacle in developing human resources and work motivation in an effort to improve the quality of service at JNE Agent Villa Dago Pamulang is the number of similar competitors with their respective advantages.

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