

HUMAN RESOURCES IMPROVEMENT STRATEGY IN VIVO TANJUNGPINANG

Satriadi^{a,1}, Muhammad Riski^{b,2}, Tubel Agusven^{c,3}, Surya Kusumah^{d,4},
Nanda Kristia Santoso^{e,5}

^{abcde}Management, STIE Pembangunan Tanjungpinang

Email : ¹satriadi@dosen.stie-pembangunan.ac.id;

ABSTRACT

This study aims to determine the strategy of improving human resources in VIVO Tanjungpinang. Research using qualitative methods. The results of the study show the importance and role of human resource strategy in organizations: Strategic human resource management is a mental attitude in doing something. It represents and achieves in the form of a human resource strategy. Human resource strategy determines what the organization should do with human resource performance and policies and how they should be consistent and integrated with each other and with corporate strategy. The weakness factor shows the need to make the best use of regulations that have been made, Utilizing existing social media as a means of information and employee education, With the presence of sophisticated equipment is expected to improve performance capabilities, Strengthen the image of the apparatus. organization by increasing discipline and loyalty of personnel and recruiting new employees according to the required competencies, Promotion and more intensive education by holding introductory activities at various events throughout the region, Maintaining good relations with interested parties so that cooperation can continue to be established.

Keywords: Human Resource, Strategy, Improvement.

1. INTRODUCTION

In today's era of globalization, as best as possible. This is a consequence for the institution to make adjustments between human resources and these facilities, through training and development in accordance with the conditions and needs of the institution. Limited human resources, requires an organization to optimize the performance of its personnel well in order to achieve goals and progress. Therefore, competent human resources are needed, have high morale and discipline in carrying out their roles and functions both for individual and organizational goals. The progress of a country depends on the ability of its human resources (Sirijarupat, 2015).

Realizing the importance of the role of human resources in their interaction with various factors and parts of the organization, it is necessary to manage human resources as well as possible. This is a consequence for the institution to make adjustments between human resources and these facilities, through training and development in accordance with the conditions and needs of the institution.

Human resource development is a planned and continuous effort to improve employee competence and organizational work through training, education, and development programs. There are at least 5 (five) ways or efforts suggested in human resource development, namely: training, education, coaching programs, recruitment, system changes. HR development programs will be effective if the organization is able to collect and analyze the current conditions, conditions, and needs of human resources first. This and in the future, so that the development program made really bears fruit.

Vivo Service Center Tanjungpinang is one of the businesses that in addition to selling Vivo smartphones also provides services in the form of damaged smartphone service services. This Vivo service center is located on Jl. D.I. Panjaitan KM 9, Komplek ruko perum taman seraya No. R-4, Air Raja Kec. TanjungPinang. VivoService center has 45 employees consisting of various fields of expertise. At the Vivo Tanjungpinang service center, it is also necessary to improve the quality of human resources to be able to boost sales and provide maximum service to consumers. Based on the description above, this study will discuss more deeply about the strategies used in improving the quality of human resources at the Vivo Tanjungpinang Service Center with the SWOT analysis method.

2. LITERATURE REVIEW

The term “strategic human resource management (SHRM)” was coined by Devanna, Fombrun, and Tichy (1981). People Management: A strategic perspective that shifts the focus from performance roles such as training and benefits to integration and organization, driven by the added value of people management. SHRM, which evolved from human resource management, focuses on human resource management issues in the context of the organizational perspective rather than the individual perspective and its role in supporting the organization (Liao, 2005). The main research context is demonstrated through the relationship and coordination of business strategy and human resource management with organizational performance (Bao et al., 2011; Shameem, 2011; Luna-arocas and Camp, 2008).

Wright and McMahan (1992) clearly define the term strategic human resource management as “a pattern of planned human resource deployments and activities designed to enable an organization to achieve its objectives” (p. 298). From the literature review, the principles of research have shifted from testing different HR practices individually to testing the entire HRM system because of the synergistic effects of these practices. Furthermore, an organization's workforce interacts not with a single practice but with all practices as a system (Ichniowski et al., 1997; Becker and Huselid, 1998; Lepak et al., 2006). Therefore, based on the literature review, the author defines strategic human resource management as: the effective use of human resources to meet the strategic needs of the organization by integrating planned human resource practices with corporate strategy to achieve organizational performance and competition Advantage.

Kaufman and Miller (2011) found that when selecting HRM practices, organizations typically follow the three typologies developed by Delery and Doty (1996): universal, contingent, and configurational perspectives. Universalism is

considered best practice. At the same time, the emergency and configuration perspectives are considered the most appropriate. However, from a universalist perspective, it is debatable whether there are specific best practices that can truly benefit all organizations by adopting a unified approach. From a contingency perspective, it can be argued that the best choice of practices depends on the context of a particular organization. From a configuration perspective, it can be said that some configurations are better than others and can provide higher performance.

Previous SHRM studies have used different HR systems, such as: B. Controlled HRM (Arthur, 1994), High-involvement HR systems (Arthur, 1994; MacDuffie, 1995; Pfeffer, 1998; McClean and Collins, 2011) and high-performance work systems (Huselid, 1995; Selden et al., 2013) and innovative human resource management systems (Ichniowski et al., 1997). However, the various human resource management systems mentioned above all pursue the same goal, which is to maximize profits through people (Pfeffer, 1998; Lepak et al., 2006; Su and Wright, 2012). Boxall and Mackey (2007) explained the common relationships among various human resource management systems including: empowering employees, developing skills and motivating employees.

Human resource management systems, according to the author, are collections of distinct but related and cooperative human resource activities. (Delery and Doty, 1996; Sun et al., 2007; Becker and Huselid, 1998; Wright et al., 2003; Lee et al., 2010; Katou, 2012; Khan et al., 2013; Ichniowski et al., 1997; McClean and Collins, 2011; Guthrie et al., 2011; MacDuffie, 1995; Huselid, 1995) comprised recruitment and selection, training and development, internal mobility, compensation, employment security, performance management, work design, and involvement.

3. DATA AND RESEARCH TECHNIQUE ANALISYS

Author uses the data in this study is deep interview and observation. This study's using qualitative descriptive research design that was carefully considered before being selected. The selection of qualitative methods was based on their capacity to provide a deeper understanding and explanation of complicated situations. This method's primary benefit is its straightforward presentation of the relevance and association between respondents and researchers. Participating directly in the research setting enables the researcher to comprehend the subtleties and complexity of the phenomenon under investigation. The sensitivity and flexibility of qualitative research methodologies enable researchers to gain a deeper understanding of the interplay between prevailing patterns. As a result, this approach offers the chance to delve more into the effects and ramifications of the event being studied. As a key component of the research methodology, case studies will also be presented in this study to give a more tangible perspective. The selection of the case study was based on its capacity to present a comprehensive and contextualized image of the research object, highlight its ongoing effects, and comprehend its broad influence in the modern setting. Therefore, in order to provide a comprehensive and in-depth explanation of the phenomenon under study, this research will mix qualitative descriptive approaches with a case study perspective.

4. RESULT AND DISCUSSION

The research is based on field data where an interview has been conducted with Mr. Syahrial who is a field SPV at Vivo Service Center Tanjungpinang. According to him, the weakness of employees at Vivo Service Center Tanjungpinang is the lack of communication between fellow workers (leader to co-worker) makes the efficiency of workers in the company decrease (in the field of Smartphone). Efforts that can be made to overcome this are by 1). Perform daily, weekly and monthly breafing 2). Building a family system among employees 3). Create rewards and punisments to boost sales 4). Follow up with the team.

Then an interview was conducted again by asking the biggest opportunity to be able to improve employee performance is by 1). Availability of career development 2). The openness of employee direction. With this opportunity, it will be mandated by evaluating the team Making flexible work plans Provide greater responsibility. Provide targets to members and apply punisment and rewards in a small way2 to build team spirit.

In addition to opportunities, there are also threats that exist in employees at Vivo Service Center Tanjungpinang, namely 1). Have no confidence and have a saturation point when working 2). Offers from competitors. To deal with it, it is done by 1). Build a comfortable and happy atmosphere system when carrying out commands 2), provide rewards in the form of money or goods 3). Meremind back at the company has a pretty good truck record in the market. In addition, it is also done 1. Evaluate per each daily, weekly and monthly 2. Make planing every day 3. Conduct an area visit to better understand the ongoing market in order to make changes for the better.

Given the dynamics of companies and organizations, there is a need to review and review changes such as structure, technology, strategy, culture, and other elements of an organization, and managers, especially senior managers, must identify the elements of change in their organizations before making changes. trying to carry out basic organizational activities (Rahayu, 2018). Strategic human resource management is involved in improving business performance through human resources. Organizations in all sectors (private, public or voluntary) must have a professional attitude towards business so that they can achieve their goals effectively and efficiently. Business strategy defines what must be done to achieve success and human resource strategy must complement each other. Business strategy includes making decisions on issues such as the selection of specific market sections in which they compete and determining the position of products and services in the market (Shakerian et al, 2016). The fundamental argument is that human resource management that follows business strategy is a necessary strategic area to develop and redefine functions and tasks (Kurnaengsih et al, 2022). Given the mentioned cases, the importance of this issue will be determined that human resource strategy in any organization is involved in executing business strategy but business strategy can consider key opportunities and limitations of human resources (Agung et al, 2016). By defining human resource strategies, we try to provide a combined model to evaluate and classify human resource strategies with multi-criteria decision techniques (TOPSIS) in a fuzzy environment according to competitive and business strategy indicators

(Bordoloi & Handiqui, 2016).

According to Asmawati and Hanifah's research, the process required includes a determination with certain goals and having business or project speculation to identify internal and external environmental factors that have an influence on the strategic pattern of an institution or institution in achieving goals. a goal. In line with Farah and Dinnia Ainul's research, Analysis is also part of the planning process of a company or institution, the main thing to be targeted is, in the process of competitive strategic planning an institution requires an assessment of current conditions. current conditions and description of the situation. in the future that has an influence on the process of planning institutional goals and results in the presence of key characteristics of strengths, weaknesses, and also seeing opportunities (Pancasasti et al., 2022).

The importance and role of human resource strategy in organizations: Strategic human resource management is a mental attitude in doing things. It represents and achieves in the form of a human resource strategy. Human resource strategy determines what the organization should do with human resource performance and policies and how they should be consistent and integrated with each other and with corporate strategy. According to Dyer and Reeves (Rahayu et al., 2018), a human resource strategy is a set of consistent and aligned human resource performance within an organization and according to Pytrbksal (Rijal et al., 2023), the strategy provides a framework for fundamental means and objectives. The purpose of a human resource strategy is to provide guidance for program development and implementation and also as a tool to transfer organizational goals on how to manage human resources (Agung et al., 2016).

The literature on the development and evaluation of organizational strategies by applying SWOT models and ANP network analysis states that for quantitative SWOT analysis and considering possible relationships between factors, the ANP network analysis process is used (Kareem, 2018). The purpose of this study is to give priority to organizational strategies to be implemented (Margareth, 2017). Research on combined approaches in choosing business strategies aims to provide a framework for determining the right strategy in organizations. Using the descriptive method, initially internal and external factors that are effective to performance are identified and matrices for the evaluation of internal and external factors are established. After that, possible strategies are identified by applying a matrix of situation evaluation and strategic actions and also proposed strategies are ranked using fuzzy techniques TOPSIS and Swot and finally the desired strategy is selected by integrating the results (Ayas et al., 2019).

The methodology in the study of strategic management analysis in Masyhad with the SWOT model is descriptive and analytical and information such as strengths, weaknesses, opportunities and threats from experts and the public is collected through questionnaires. The internal factor matrix shows that Mashhad faces undesirable internal conditions and conversely the external factor matrix shows that Mashhad's urban management should seize opportunities and avoid threats and finally the results of the internal and

external factor matrix show that strategic management has no impact. place in Mashhad (Rijal et al., 2023). The research objective of the application of SWOT and AHP: a case study in manufacturing companies is the lack of ranking and determining the importance of SWOT factors. On the other hand, the purpose of this procedure is to strategically plan to increase the quantity. The results showed that a series of strategies should be replaced (Christanto, 2016). Another study on user analysis in electronics companies using the Swot-AHP model aims to invest businesses and projects as well as identify internal and external factors (Sanchia Grafita Ryana Devi et al., 2018).

On the other hand, this study uses SWOT analysis as an analysis method in an electronics company in Turkey. Finally, the study concluded that companies should give more importance to alternative suppliers and reduce material costs (Setyawan et al, 2022). The purpose of research on an integrated approach in formulating human resources (case study: MDN company) is to develop a human resource strategy in MDN company. This research uses an integrated model that combines the concepts of rational and progressive attitudes. This model is a strategic model that integrates corporate strategy, human resources, and operational systems between the two. The results showed that the best strategy is commitment to basic work and the secondary commitment strategy is the most suitable strategy for service work (Shakerian et al., 2016).

In Vivo Service Flashlight Tanjungpinang, the SWOT analysis on its human resources is as follows:

1. Strength
 - a. The results of the work of qualified employees.
 - b. Loyalty and work discipline.
 - c. Work determination in employees who tend to be high
 - d. Ability to utilize information technology in every work.
2. Weaknesses
 - a. Lack of creativity and initiative from employees.
 - b. Limited consumer needs sometimes have to order from Java.
 - c. Lack of employee development.
 - d. Lack of regeneration process
3. Oppurtinity
 - a. There are regulations that support all management activities.
 - b. The use of technology is growing.
 - c. Business image among the community
 - d. The ability of employees is growing with several cases of consumer complaints about products
4. Threat
 - a. The increasing demands for mastery of technology
 - b. Government policy.
 - c. The existence of competitors who have more qualified human resources

Armed with the SWOT analysis above, the strategies used in improving the quality of human resources are as follows::

1. Strategy (SO)
 - a. Make the best use of the rules that have been made.

- b. Utilizing existing social media as a means of information and employee education.
 - c. With the presence of advanced equipment, it is expected to increase performance capabilities
 - d. Strengthen the organization by increasing discipline and loyalty of personnel.
2. Strategy (WO)
 - a. Recruiting new employees according to the required competencies
 - b. Promotion and education are more intensive by holding introductory activities at various events throughout the region.
 - c. Maintain good relations with related parties so that cooperation can continue.
3. Strategy (ST)
 - a. Developing personnel competitiveness through service delivery, education and welfare.
 - b. Increase personnel innovation in order to have good character and dedication
4. Strategy (WT)
 - a. Provide good and comfortable vehicle / transportation facilities so that the impact of accidents can be minimized.
 - b. Improve the welfare of personnel both in education and income received

5. CONCLUSION

The importance and role of human resource strategy in organizations: Strategic human resource management is a mental attitude in doing things. It represents and achieves in the form of a human resource strategy. Human resource strategy determines what the organization should do with human resource performance and policies and how they should be consistent and integrated with each other and with corporate strategy. The weakness factor shows the need to make the best use of regulations that have been made, Utilizing existing social media as a means of information and employee education, With the presence of sophisticated equipment is expected to improve performance capabilities, Strengthen the image of the apparatus. organization by increasing discipline and loyalty of personnel and recruiting new employees according to the required competencies, Promotion and more intensive education by holding introductory activities at various events throughout the region, Maintaining good relations with interested parties so that cooperation can continue to be established.

REFERENCES

- Agung Widarman, M.T., Rohim, ST, Haris Sandi Yudha, M. T. (2016). Analisis SDM Guna Meningkatkan Kinerja Karyawan Dengan Metode SWOT Dan Quantitative Strategic Planning Matrix (QSPM) Di PT.Indo Sadang Fabrikator. 1–4.
- Ayas, D. R., & Sinaga, K. (2019). Analisis Strategi Pengembangan Sumber Daya Aparatur Dalam Meningkatkan Kinerja Pegawai Di Badan Kepegawaian Serdang Bedagai. *Jurnal Publik Reform UDHAR Medan*, 40 – 51.
- Arthur, J. B. (1992) *The Link Between Business Strategy and Industrial Relations*

- Systems in American Steel Minimills. *Industrial and Labor Relations Review* 45(3):488-506
- Bao, C., Gordon, R. and Analoui, F. (2011) An Exploration of The Impact of Strategic International Human Resource Management on Firm Performance: The Case of Foreign MNCs in China. *International Journal of Management and Information Systems* 15(4): 31-40.
- Becker, B. E. and Huselid, M. A. (1998) High Performance Work Systems and Firm Performance: A Synthesis of Research and Managerial Implications. *Research in Personnel and Human Resources Management* 16: 53-101.
- Bordoloi, R., & Handiqui, K. K. (2016). Contribution Of Kkhsou To Human Resource Development: A Swot Analysis. www.tojsat.net
- Boxall, P. and Macky, K. (2007) High-Performance Work Systems and Organisational Performance: Bridging Theory and Practice. *Asia Pacific Journal of Human Resources* 45(3): 261-270
- Bhatta, K., Ohe, Y., & Ciani, A. (2020). Which human resources are important for turning agritourism potential into reality? SWOT analysis in rural Nepal. *Agriculture (Switzerland)*, 10(6). <https://doi.org/10.3390/agriculture10060197>
- Christanto, E. (2016). Strategi Pengembangan Sumber Daya Manusia Pada Pt. Mirota Surabaya. *Jurnal Agora*, 4(1), 760–768.
- Delery, J. E. and Doty, D. H. (1996) Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions. *Academy of Management Journal* 39(4): 802-835
- Devanna, M. A., Fombrun, C., and Tichy, N. (1981) Human Resource Management: A Strategic Perspective. *Organizational Dynamics* : 51-67.
- Kareem, M. A. (2018). The Role of Human Resources Development Strategy in Achieving Corporate Social Responsibility: At the SMEs Level (Issue November 2017).
- Kaufman, B. E. and Miller, B. I. (2011) The Firm's Choice of HRM Practices: Economics Meets Strategic Human Resource Management. *Industrial and Labor Relations Review* 64(3): 526-557
- Kurnaengsih, K., Jamaludin, A., & ... (2022). Analisis SWOT Untuk Meningkatkan Kinerja SDM Pada PT Bank Pembangunan Daerah Jawa Barat Dan Banten, Tbk. Kantor Cabang Khusus (KCK) Banten. *Jurnal Perilaku Dan Strategi Bisnis*, 10(2), 163–174. <http://ejurnal.mercubuana-yogya.ac.id/index.php/JPSB/article/view/2396>
- Kuswoyo, A., Suharyo, O. S., & Syahlan, Z. (2017). Human Resources Development Strategy Improve Personnel Performance Using Swot Analysis Method.
- Lepak, D. P., Liao, H., Chung, Y., and Harden, E. E. (2006) A Conceptual Review of Human Resource Management Systems in Strategic Human Resource Management Research. *Research in Personnel and Human Resources Management* 25: 217-271
- Liao, Y. (2005) Business Strategy and Performance: The Role of Human Resource Management Control. *Personnel Review* 34(3): 294-309.
- Luna-Arocas, R. and Camps, J. (2008) A model of high performance work practices and turnover intentions. *Personnel Review* 37(1):26-46
- MacDuffie, J. P. (1995) Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry. *Industrial and Labor Relations Review* 48(2): 197-221

- Margareth, H. (2017). Analisis SWOT Dalam Strategi Pengembangan SDM Koperasi. 1–27.
- Mustofa, A., Fathoni, A., Mm, S. E., Pt, E. G., & Manajemen, D. J. (2016). Strategi Pengembangan Sumber Daya Manusia Melalui Analisis SWOT Pada Yayasan Nurul Hayat Semarang.
- Pancasasti, R., Sapitri, D., Oktavian, E. N., Mulyadi, A., & Saputra, A. A. (2022). Human Resources Planning Strategy with SWOT Analysis Method at PT. X (Largest Cigarette Distributor in Indonesia). *Journal of Business and Behavioural Entrepreneurship*, 5(2), 79–86. <https://doi.org/10.21009/jobbe.005.2.10>
- Rahayu, S., Malik, D., & Minarsih, M. M. (2018). Strategi Pengembangan Sumber Daya Manusia Guna Meningkatkan Kinerja Karwayan Melalui Analisis SWOT Divisi Cash Processing Center. *Journal Of Management*, 4(4), 1–10.
- Rijal, M. S., & Churiyah, M. (2023). Strategi Pengembangan SDM (Studi Pada Karyawan CV. Kuda Mas Malang) Berbasis SWOT. *Manajemen Kreatif Jurnal (MAKREJU)*, 1(2), 9–21.
- Sanchia Grafita Ryana Devi, W., Rara Pringgandinie, D., Yulina, H., & Hadiansah, D. (2018). SWOT Analysis As A Competitive Strategy At Primkop Kartika Ardagusema Cimahi City, West Java, Indonesia. In *International Journal of Science*. <http://ijstm.inarah.co.id>
- Setyawan, B., Fatmawati, W., & Mas'idah, E. (2022). Strategi Pengembangan Sumber Daya Manusia Melalui Analisis SWOT dan AHP. *Jurnal Teknik Industri (JURTI)*, 1(1), 1–13.
- Shakerian, H., Dehnavi, H. D., & Ghanad, S. B. (2016). The Implementation of the Hybrid Model SWOT-TOPSIS by Fuzzy Approach to Evaluate and Rank the Human Resources and Business Strategies in Organizations (Case Study: Road and Urban Development Organization in Yazd). *Procedia - Social and Behavioral Sciences*, 230, 307–316. <https://doi.org/10.1016/j.sbspro.2016.09.039>
- Sirijarupat, P. (2015). Educational Human Resource Management Strategy SWOT Analysis for Thailand's OBEC. www.ijicc.net
- Wartana, I. K., & Samsir. (2017). Analisis Swot Dalam Pengembangan Sumber Daya Manusia Di Puskesmas Dondo Kecamatan Dondo Kabupaten Toli-Toli. *Jurnal Ilmiah Kesmas-IJ*, 17(2), 44–50. <https://journal.stik-ij.ac.id/index.php/kesmas/article/download/102/83>
- Yudha, A., & Pancasasti, R. (2022). Analisis SWOT dalam Pengembangan Sumber Daya Manusia. *Desanta (Indonesian Of Interdisciplinary Journal)*, 2(2), 211–219.
- Ziyad, A. H., Husnurofiq, & Yulianti, F. (2022). Strategi Pengembangan Sumber Daya Manusia Dalam Rangka Meningkatkan Kinerja Karyawan Melalui Analisis Swot Pada Kedai Hay Coffee And Eatery Martapura.