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Human Resources Management Strategy in Improving the Quality of Employee Performance of PT JNT Express

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Abstract: This study aims to analyze the Human Resources Management Strategy in Improving the Quality of Employee Performance of PT JNT Express on Jl. RH Fisabilillah Depan Kopi Tiam. This research uses a qualitative approach with a descriptive design. The research subject was determined by purposive technique. Data collection using interview and observation techniques. Data validation using source triangulation techniques. While data analysis uses descriptive model techniques. The results showed that the good performance of employees despite the limited number. With collaboration between administrative employees and couriers, they can complete important tasks such as packing and arranging goods receipts.

Keywords: Human Resource Strategy, Performance.

INTRODUCTION

Continuous changes in today's business world have encouraged organizations to implement human resource management to achieve competitive advantage. In this case, human resources have an important role in advancing a company towards the core objectives that underlie its existence (Philomena Ify, 2024). According to Basuki (2023) for a company or organization, achieving the desired goals is highly dependent on the vital role of human resource management (HRM). The quality, expertise, and performance of human resources have a significant influence on the level of efficiency, productivity, and innovation capabilities of the organization. Therefore, detecting effective HRM strategies is crucial to support sustainable organizational growth. Lestari et al. (2023) said that without adequate human resources or with less qualified human resources, a company or organization will experience difficulties in carrying out its operational activities optimally. One of the steps that companies can take in managing and maintaining human resources is to pay attention to the quality of employee performance.

Onsardi & Finthariasari (2022) said that human resource management (HR) planning that is carried out effectively and appropriately will contribute to improving employee performance. Human resource strategies and employee performance are closely related. Human resource strategies refer to organizations' plans and actions to attract, retain, and develop their workforce. On the other hand, employee performance refers to the extent to which employees meet or exceed the performance expectations set by their organization (Marhil et al., 2023).

Digital transformation can impact human resource management strategies in multiple ways. For instance, it can result in modifications to recruitment procedures, training schemes, performance evaluation systems, and employee engagement endeavors. Furthermore, digital transformation enables the utilization of data-driven decision-making and encourages the integration of agile approaches within human resource management practices (Emran & Elhony, 2023). J&T Express, for example, has adopted technologies such as online tracking to ensure customer satisfaction.

J&T Express, as a freight forwarding service provider, has adopted various technologies such as an online tracking system and a receipt number check feature to ensure customer satisfaction. Despite this, research shows that J&T Express employees still perform well despite the limited number of employees. The lack of leaders in the company means that performance appraisals are conducted through communication between employees, where employees give each other feedback for improvement. According to Kalavakolanu et al. (2023) conveying organizational goals to all levels of employees, whether within departments, individuals, groups, or across functions, is a very important step. This supports more effective collaboration among team members to achieve results that match organizational expectations. Internal conflicts are rare among employees, but external conflicts often occur related to lost, damaged, or broken shipments, which invite criticism from customers. The company has taken steps by contacting the head office to deal with such issues, and is also active in processing issues through social media groups to ensure customer satisfaction is maintained.

The good results achieved will determine the success of the established system and serve as a comparison to other companies, whether these results are sufficient to be able to compete and can become the first choice of the community. One factor that can improve employee performance is compensation. In addition, the atmosphere in the work environment needs to be considered as a support for the comfort of employees, providing compensation and work motivation can improve the performance of employees. With the compensation provided by the company to employees, it can increase the enthusiasm, willingness, and thoroughness of employees when working. Employee motivation and expectations to get appropriate compensation make employees work optimally to achieve high performance for employees.

Human Resources is the most expensive asset of the company compared to other assets because human resources are the main driver of the company's organization. Human resources must be managed optimally, sustainably and given extra attention and fulfill their rights, besides that human resources are partners of employers to achieve organizational goals (Ashary, 2019).

Fauziah (2022) said that human resource strategies must be aligned with the existing organizational culture, or designed to produce cultural change in the specified direction. This will be an important factor in the formulation stage but can be a critical factor when it comes to implementation. Consequently, if what is proposed is in line with the way things are done, then it will be more easily accepted. However, in the event that more changes are possible, then careful attention must be paid to the real problems that may occur in the process of trying to embed new initiatives in the organization. Furthermore, organizational culture plays a crucial role in shaping and improving human resource management capabilities. A

company with a well-defined and positive culture typically offers its employees increased developmental opportunities and access to training resources, thereby enhancing their professional and managerial skills (Na, 2024).

METHOD

This research was conducted at J&T Express using qualitative research methods located on Jl. RH Fisabilillah Depan Kopi Tiam (Jnt Cp Sei Jang). According to Auerbach and Silverstein, qualitative research is a type of study that interprets text and interview results to understand the meaning of a phenomenon. In this study, there are two types of data used, namely primary data and secondary data. Primary data is obtained directly by researchers from the source, such as the results of interviews with J&T Express Admin conducted on Monday, March 18, 2024. While secondary data comes from journals and books relevant to the research topic. The population in this study were 4 people who were objects or subjects that had certain characteristics that became the focus of the study. While the sample of this research is 1 Admin at J&T Express. The data analysis technique used is descriptive analysis and triangulation.

RESULTS AND DISCUSSION

PT J&T Express, formed in 2015 in Indonesia as part of the J&T Group, has put human resources (HR) at the center of its growth strategy. Within the company, there is a diverse team, ranging from those directly involved in freight operations to the customer service team that helps ensure customer satisfaction. All team members work together to ensure smooth delivery and customer satisfaction.

Interviews showed good performance from employees despite their limited numbers. With the collaboration between administrative and courier employees, they are able to complete important tasks such as packing and goods receipt arrangements. Performance evaluation is done through communication between employees, which helps them give feedback for improvement.

Although rare, internal conflicts are well resolved through communication and feedback between employees. However, external conflicts with customers over delivery issues can hurt the company's reputation. Overcoming operational challenges with a limited number of employees requires proper HR management, including careful employee selection and continuous training.

Ongoing training will help improve employee skills, while improved internal communication will strengthen teamwork and better manage conflicts. It is also important for the company to handle external conflicts responsively, systematically and transparently, to maintain customer trust. By integrating these HR strategies, PT J&T Express can strengthen its operational performance, build a strong corporate culture, and provide better services to customers.

Obstacles and Supporting Factors at PT J&T Express

Supporting factors for employees at PT J&T Express include solid collaboration between various divisions, such as administration and couriers, who come together to complete tasks such as packing and posting receipts. Performance evaluation through communication between employees is also a useful practice to provide constructive feedback for performance improvement. High harmony among employees is also reflected in the lack of internal conflict, creating a positive work atmosphere.

However, there are factors that can become obstacles in employee performance at PT J&T Express. One of them is the frequent external conflicts with customers regarding delivery issues. This can put additional pressure on employees and damage the company's reputation. In addition, the challenge of dividing tasks without placing excessive workloads

on certain individuals can potentially lead to stress and burnout, which can have an impact on overall employee productivity.

Another supporting factor is the company's policy of supporting employee skill development through continuous training. This helps improve individual performance and also strengthens the team as a whole. However, the lack of an on-site leader can be a hindrance to a quick and efficient decision-making process, especially in urgent situations. In addition, handling external conflicts with customers also requires a responsive and transparent approach.

To overcome these challenges, PT J&T Express can take specific steps. First, by using technology such as online tracking systems, the company can improve the accuracy and timeliness of shipments, which in turn increases customer satisfaction. Second, improved internal communication and structured performance evaluations will help in providing constructive feedback and significant performance improvements. Furthermore, management needs to focus on effectively handling external conflicts to maintain the company's reputation. Strengthening leadership at the operational level is also important to manage tasks and ensure workload balance among employees.

By implementing effective HR strategies, such as employee skill development, effective conflict management, and strong communication, PT J&T Express can improve employee performance and maintain the company's reputation in the logistics market. The integration of all these in a strong corporate culture will ensure the long-term success of the company.

CONCLUSION

Employees at PT J&T Express perform well despite being relatively few in number. They have good collaboration between divisions such as administration and couriers, especially in tasks such as packing and posting receipts. Performance evaluation is done through communication between employees as there is no direct leader on-site, and they provide feedback for improvement. Internal conflicts are rare, but external conflicts with customers are frequent especially regarding delivery issues, which can negatively affect the company's reputation.

PT J&T Express faces the challenge of ensuring that all tasks are fulfilled without placing an excessive workload on any particular individual. This can cause stress and burnout which can affect employee performance. However, they use human resource management strategies that match the characteristics of the company, such as proper employee selection and continuous training, to overcome this challenge. Improved internal communication is also important to effectively handle conflicts and ensure all team members are on the same page.

Continuous training is also important in developing employee skills. PT J&T Express can implement training programs that match the needs of daily tasks, such as time management, communication skills, and problem-solving. In this way, the company can improve productivity and the quality of services provided. Conflict management with customers should also be well taken care of to maintain customer satisfaction and build a positive reputation in the market.

Regular performance monitoring and evaluation also helps companies ensure that each employee is on the right track in achieving company goals. By understanding the strengths and development areas of each individual, PT J&T Express can provide appropriate support for their career development. By integrating all these strategies into its human resource management strategy, PT J&T Express can improve its operational efficiency, strengthen its corporate culture, and provide better services to customers.

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