

DOI: <https://doi.org/10.31933/dijms.v2i1>

Received: 16 July 2020, Revised: 19 August 2020, Publish: 24 September 2020



## COMPANY STRATEGY IN DEVELOPING HUMAN RESOURCE MANAGEMENT AND WORK MOTIVATION AS AN EFFORT TO IMPROVE AN EMPLOYEE PERFORMANCE (CASE STUDY OF TRAINING MANAGEMENT AT PT. SMF, WEST JAKARTA BRANCH)

Siti Nuraini<sup>1</sup> Kasmir<sup>2</sup>

<sup>1</sup>Master of Management in Mercu Buana University, Jakarta, Indonesia, [Ainis.nuraini@gmail.com](mailto:Ainis.nuraini@gmail.com)

<sup>2</sup>Lecturer of Postgraduate in Mercu Buana University, Jakarta, Indonesia, [kasmir@mercubuana.ac.id](mailto:kasmir@mercubuana.ac.id)

**Corresponding Author: First Author**

**Abstract:** Those company's strategy in developing human resource management and work motivation as an effort to improve employee performance is absolutely needed at PT. SMF because as one of a company which engaged in financial . Its urges to have an employees who are competent on their fields so it would be able to improve those results which have been targeted and accordance to company's vision and mission. This research has purpose to explored the stages of human resource development strategies and work motivation for employees in delivered good performance results. This because most employees are working directly to the field and face to face with market conditions. Those analysis result shows that those strategy has been applied and implemented but still lowest in terms of work motivation because some employees who does not attend those training management their career paths are still not widely open so motivation still relying on bonuses with same value for each division.

**Keywords:** Development strategy of human resource management, work motivation, employee performance.

### INTRODUCTION

#### Background of Matters

Human resources (HR) is main factors which could specify those success of an organization because humans are potential resources and the driving force on organizational activities also human would be able to control other elements. Human resources who posses ability to be differentiating factor for companies or organizations in order to face up global competition. Through its human resources capabilities, company or organization would be able to place the position towards its position with good competitiveness in long run.

Strategies or steps that consider to be taken to develop human resources could be form as a training. From This strategy it is expected to shaped a good mentality of human

resource and of course things could help to improve those employee performance results and gave beneficial impact to company progress. Development of human resources will support the needs of organization in long run which very effective on improving performance results in a short time so needs of good human resources will support efficiency of time used to these urgent needs.

Those increase on employee performance would be seen after taking Some stages to develop human resources Itself. Performance on organization is an answer from target which determined whether its success or failure of a predetermined plan. Performance is quality and quantity of employee work individually or in groups in a particular activity caused by natural abilities or those abilities Which Earned from a process and success desire.

In advanced and modern era like today, various financial institutions have been present to provide those financial planning. Just like banks and other official institutions, these mechanism regarding finance companies well known to state and regulated from Minister of Finance Regulation No. 84 / PMK.012 / 2006 which concerning about finance companies in general financial institutions such as banks will provide funds. PT. SMF is a finance company whose name has been registered to OJK and has received several prestigious awards. PT. SMF also was expanded its business to open branches on each big cities in every province in Indonesia. By puting up clean and trusted financial needs till have those CHAMPION jargons There already become one of keys to success and thats a fact reason if PT. SMF has a good image and loyal consumers.

To develop an human resources that are believed to be the spearhead to company, PT. SMF has a program so called management training (MT) where every employee who enters this program will acquire skills and knowledge than before. These existence of training which conducted for several days to several weeks is biggest Wish fr PT. SMF in developing those ability To created and innovation which has become Its target to be more fling. PT. SMF encourages a change from the bottom which provides instruction not only for senior employees but also pays attention to new junior employees and provides teaching every week to review and hone the creativity of each employee. The existence of ideas and updates that will be carried out afterwards require evaluation to improve each stage.

Management training is one of mainstay programs which in addition to developing human resources also accelerates those path of work achievement to get high career path. The MT program itself consists of internal and external, which internal was recommendations from superiors to choose one of their employees who have good competence and ready to be submitted to take up positions from before, while externals are prospective employees who are deliberately recruited through several stages such as tests, interviews, and final assessment.

Previous research which carrying out by Nahdhah (2017) was found that human resource development strategies in increasing competitive advantage in Hidayatullah's educational and cadre institutions in Balikpapan. Then also those research from Gayatri (2011) which found that work motivation on GBK employees overall has high results and it could be stated that motivation has become a driving factor in a successful performance.

Furthermore, research that was done from Wicaksono (2016) found that human resource management or personnel management has taken a very important role for organizations, especially in control, managing and utilizing all employees so they could function productively to reach those organizational goals. This research was complemented by Miftahuddin, et. al. (2018) research which states that growth of human resources is one of the important activities at Sinergi Foundation whereas employees and organizations work together in a balanced manner to increase the company's existence. This could be done by increasing skills and knowledge of employees which manifested in tangible forms, such as ; training, education and career development.

According to these background and those prior research, the authors were interested in reviewing those topics which related to this matter with title: "Company Strategy in developing Human Resource Management and Work Motivation as an Effort to Improve an Employee Performance (Case Study of Training Management at PT. SMF, West Jakarta Branch) "

### **Research Purposes**

According to matters stated above, the purpose from this research could be deliberated as follows:

- 1) Find out and analyze these human resource development strategies.
- 2) Determine whether work motivation has a supporting factor in improving employee performance results.
- 3) Explore and compare those employees who run this management training.

### **THEORETICAL REVIEW**

Viewed from background and identification matters which associated with research study, there is a phenomenon that occurs in PT Smart Multi Finance's research object, such as the development of human resources and work motivation towards its employee performance.

### **Strategy**

According to Effendy (2007:32) these strategy is essentially planning and management to achieve goals. Effendy also added that these strategy were consists of two aspects, namely macro (planned multimedia strategy) and micro (single communication medium strategy). In teaching context according to Wassid and Sunendar (2008:3) was defines that strategy is a person's internal ability to think, solve problems and make decisions. Meanwhile, according to Honnary (2007), the strategy shows those interrelation between these three elements such as ways (means), facility (means) and goals (ends or goals). From these various theories that presented above, the author gave an concludes that strategy is an art of war, primarily in winning a battle in various ways, one way is to apply 3 elements namely: ends, means, ways.

In general, these strategies made by an organization that could be divided into three groups, corporate strategy, business strategy and functional strategy. David (2002: 248) adds several types of strategies, namely integration strategy, intensification strategy, diversification strategy, and defensive strategy. The strategy which could be carried out with various stages on process, or generally it could be carried out by three stages, such as formulation strategy, implementation strategy and evaluated strategy.

### **Development of Human Resources Management**

According to Nawawi (2008: 1) these development of human resources as one of an element in an organization. It could be interpreted as an humans who work in organization. Furthermore, Mathis & Jackson (2012: 5) said that these development of human resources is science and art that regulates those connection and role of workforce to be effective and efficient in term use of human capabilities in order to achieve goals in each company.

Flippo (2011) was revealed that there are two factors which influence the development of human resources such as internal factors and external factors. Internal factors here was include the entire life of organization / institution that could be done, both leaders and members from these organization concerned, while external factors include those environment outside, such as government policy, socio-cultural society and development of science and technology. Human resource development has several main functions, which is planning for human resource needs, staffing according to needs of organization or company, performance assessment and improving those quality of workers and the work environment.

### **Work Motivation**

According to Vroom in Aima, et. al. (2017) motivation always refers to a process that influences someone's choices for various desired activities. Meanwhile, according to Robbins (2010: 213) was defines motivation as a process that explains the intensity, direction and perseverance of efforts to reach goals. Motivation is desire to success and avoid failure in future. Motivation also one of driving factors in someone's heart to achieve a goal.

According to Winardi (2007) motivational process begins with urges of desires, existence of needs and emergence of various expectations or hopes. Based on kind of motivation, motivation theory which quite popular among management practitioners is Herzberg Theory or often referred as Motivation and Hygiene Theory, coz its connection of an individual with its work is a basic relationship and its attitude towards work will greatly determine the success or failure obtained. These two-factor theory implies that managers should focusing on ensuring the adequacy of Hygiene factor to avoid employee dissatisfaction. Also, managers need to ensure that work is stimulating and useful so those employees are motivated to work and do it harder and better. A job which done by employees should be able to use their skills and competencies on maximal

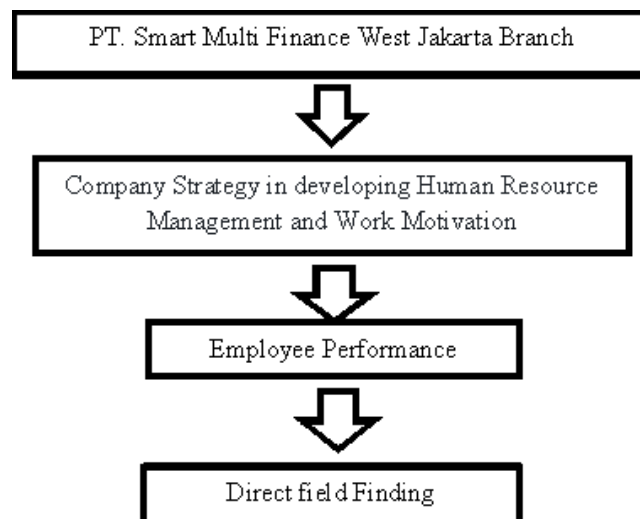
## Employee Performance

According to Maharjan in Aima, et. al. (2017) performance is the result that achieved because motivated by work and satisfied with work that they have done. Each individual is likely to face unexpected situations during these process to achieve something that they needed by working and fostering experiences where a person will progress in his life. According to Mathis and Jackson (2012: 65) said that performance is basically what is done or not done by employees. Performance in organization is carried out by all human resources there, both in terms of leadership and workers individually. There are so many thing that could affect human resources in carrying out their performance, including individual factors, psychological factors, and organizational factors. (Mangkunegara, 2009:14).

Furthermore, Robbins (2010: 260) explains that to measure good work of individual employees there are six indicators that could be sized up namely quality, quantity, punctuality, effectiveness, independence and work commitment

## Theoretical Framework

These framework that could be drawn for this research such as in follows:



**Figure 1. Theoretical Framework**

## METHODOLOGY

Based on purpose and objectives from this research, this research will be conducted at PT SMF. West Jakarta Branch in order to see and interview those overall information in carrying out research related to human resource improvement strategies. This research used constructivist paradigm to digged up from research object. This paradigm views in reality that construction result or formation of humans itself. Qualitative research based on the constructivism paradigm which holds that knowledge is not only result from experience or facts, but also thought of subject under this research. This research method is a descriptive qualitative approach and used case study method. A qualitative approach is an approach that used based on theories that related to problem under research. This case study research

method allows the researcher to gain a complete and integrated understanding of various facts and dimensions on that particular case.

In this research, the researchers took 16 informants as research subjects consist of branch heads, marketing supervisors, marketing officers, car and motorcycle surveyors, supervisor collections, car and motorcycle collections, admin collections, operational staff, operational training, and cashiers. In qualitative research the number of informants has known when data collection was filtered. data collection starts from interviewing these initial informant or key informant and stops until the umpteenth informant as a source who cannot provide new information anymore.

This research was conducted with in-depth interview by data collection techniques. In order to obtain these expected data, the authors use the interview guide technique that proposed by Patton, namely by making guide questions in order to gain a deep understanding. Another method used in this research was documentation method that usually obtain from secondary data.

In this research, the researchers used descriptive exploratory nature which describing the cases and circumstances of phenomenon at certain time. Analyzing data process used qualitative research begins by examining all data collected from various sources, such as from interviews, observations that have been written in field notes, personal documents, official documents, pictures, photographs and so on. Notes could be divided into two, namely descriptive and reflective. Descriptive notes present events rather than summaries. Reflective notes emphasize the frame of mind, ideas and concerns of frame of mind, ideas and concerns of researcher. As well as showing more comments by researchers towards phenomena encountered.

Data validity checking technique used triangulation technique using one type of data, such as informants, but several informants who are used need to be cultivated positions from different groups or levels. Resource persons in this research were 16 employees at PT. Smart Multi Finance West Jakarta branch. With triangulation techniques sources, researchers compare the results of interviews obtained from each source or research informant as a comparison to check the truth of the information obtained. With this dependability and confirmation, it is expected research results will meet qualitative research standards, namely those have truth value, applicability, consistency, and neutrality.

## **RESULTS AND DISCUSSION**

### **Research Result**

PT SMF West Jakarta Branch is one of the branches that has high targets, both in the program and in the achievement that must be shown to superiors. It is the responsibility of the branch head and staff to show that they are successful and ready to compete with other branches so that they will win awards and be recognized for good cooperation. A working atmosphere that is family friendly and helps each other becomes an encouragement that they do not work alone. The training and debriefing which is done once a week and the program evaluation that is continuously carried out by the staff makes it work like it feels to have. The

main target is to meet the needs of the branch to achieve the target and who get more targets will also get the same bonus with his hard work. No wonder this branch of human resources is good because teamwork is built and continues to strengthen togetherness.

Based on observations of what will be discussed by researchers, the strategy to increase human resources on work motivation at PT. This West Jakarta SMF branch through management training recruited through internal and external, where employees who have attended this MT themselves have a faster career path and can be considered by way of recommendations that are assessed from work results and assessment of teamwork behavior and also program report.

Strategy according to Goldworthy and Asley (1996: 98) states that there are seven main bases that must be used in formulating strategies including: 1) Strategy must be able to explain and interpret the future, not only the present but also the future; 2) Strategic direction must determine the plan; 3) Strategy must focus on competitive advantage, not merely on financial considerations; 4) Strategy must be applied from top to bottom, not from bottom to top, 5) Strategy must have an external orientation; 6) Flexibility is very essential; and 7) Strategy must be centered on long-term results.

In this strategy PT. SMF has all the elements above so it is ready to compete in the field. In its strategy, PT. SMF is able to explain what its goals and desires are going to be in the future and how steps should be taken, for example by conducting training and evaluations which exist and been carried out by several divisions at each branch office. In accordance with wishes of stakeholders at the head office, everything is done is in accordance with direction of the plan which has been well planned and only needs to be carried out to implement it. To compete competitively and continue to advance the company with good performance results and excellence for each of its branches. The planned strategy is carried out according to systematically from the beginning to the end which continues to make improvements and keep updating with existing system. Look at strategy in long run to prepare a workforce which ready to compete.

In the development of human resources which is part of organizational management that emphasizes the elements of human resources and has become the task of human resource management to manage the human element in it properly in order to obtain workforce that is in line with expectations and there is potential in accordance with their needs so that it is able to work optimally and achieve the company's targets. Smart finance develops human resources through training both in class and directly in the field to make it easier for workers to learn and achieve their targets. Evaluation afterwards also needs to be done to improve which systems need to be replaced or changed in order to experience improvements for better results.

Factors that influence a person to do better work are internal and external motivation, such as the work environment and / or wages and large bonuses. Intrinsic factor is the desire of a person to work in himself, such as the desire to continue to develop and develop creativity in him and expressed in his work. While the extrinsic factor is motivation from outside himself such as working harder to get a high bonus wage in accordance with the

company's targets and to get a higher promotion so that it must pursue several components that support the achievement and help the company in achieving its goals and targets set.

After doing the work in accordance with the plan and achieving the company's target with high motivation, the performance results will improve, so the evaluation will not result in the company's target being reduced. Broadly speaking, performance can be carried out if the employee understands what his job is like and how the direction of the plan he has made as long as it does not violate the law and is still in accordance with applicable norms. Results on these performance results are assessed at a certain time such as once a month evaluating performance results.

### **Discussion**

Human resources quality are needed and obtained through process and in each strategies process are needed while in developing human resources in form of training programs or training to prepare and develop those quality of human resources in accordance with company needs.

As could be concluded by researchers from direct observations and interviews with informants according to them the company's strategy in development of human resource management and work motivation as an effort to improve employee performance is quite good. In practice, the researchers also found that strategies for developing human resources and work motivation to improve performance in accordance with existing theories and mutually sustainable and complement each other or in other words in interconnected so as to get results that are in line with expectations.

Generally speaking that employee performance could be understood as work that could be achieved by a person or group of people in organization accordance to their respective duties and responsibilities in order to achieve a goal of organization concerned legally does not violate the law and in accordance with moral and ethical which exists. Performance as combination of behavior with achievement of what is expected and choice or part of the conditions - the conditions of task which exist in each individual at organization.

Findings from these research results on the field that employees understand by working better will produce better results. So by added development strategy and training that is often done will help employees in achieving performance. Motivation also one of supporting factors in increasing those performance results which targeted by companies.

Hereby, it is stated that the company's strategy in developing human resource management and work motivation as an effort to improve employee performance is mutually sustainable and mutually support in terms of their interrelationships and accordance with theory that used. Some of them are still complaining about these salary that is not same between training management and non management training. The rest all agree that to produce good performance, they must work well as well as in accordance with the plan and achieve the targets set.



## CONCLUSION AND SUGGESTION

### Conclusion

Based on analysis research that has been done, the researcher could be drawn several conclusion for PT. The Smart Multi Finance West Jakarta branch has carried out several strategies to improve those development of human resources to improve the employee performance, while strategies carried out include; recruitment strategy that suits the needs of company, placement for human resources management employee to work positions considering the expertise, skills and abilities which possessed by employees, as well as achieving performance by developing potential employee through education, training and workshops with performance assessment management system that conducted monthly with aim of created good performance to improve performance.

Based on principle, this strategy growth that could emphasizes the point of improving the performance of employees with large market segments and has functions to company because it seeks to increase efficiency in all fields in order to improve performance and profits.

Motivation also one of supporting factors to improve this employee performance which addition to career ladder thats still wide open, salaries and bonuses are also very supportive. Especially with employees who go through training management channels and get facilities and fast career path also the benefits that they get.

Good performance is not far from supportive work processes and also how each employee feels owned and acknowledged that he is capable and sure that could achieve the set of goals by company.

### Suggestion

According to research that has been done, the researchers put forward some suggestions like in belows:

- 1) We suggest that recruitment system or employees appointment through training management pathway that does have a way to achieve career fast and get some benefits which are specific to employees who enter through the management training path
- 2) Triggered some motivation with various rewards that should and have to achieved with certain time.

## REFERENCES

- Aima, Havidz, Rizki Adam, dan Hapzi Ali. (2017). Model of Employee Performance: Competence Analysis and Motivation (Case Study atPT. Bank Bukopin, Tbk Center). *Journal of Research in Business and Management*, 4(11):49-59.
- David, R. Fred. (2002). *Manajemen Strategis: Konsep*. PT. Ikrar Mandiri. Jakarta.
- Effendy, Onong Uchjana. (2007). *Ilmu Komunikasi (Teori dan Praktek)*. PT. Remaja Rosdakarya. Bandung.
- Flippo, Edwin B. (2011). *Manajemen Personalia*. PT. Gelora Aksara Pratama. Jakarta.

- Gayatri, Titan Erwina. (2011). Analisis Motivasi, Kemampuan Kerja dan Kinerja Pegawai Pusat Pengelolaan Komplek Gelora Bung Karno. *Thesis*. Depok: Universitas Indonesia.
- Goldworthy dan Ashley. (2008). *Australian Public Affairs Information Service*. Australia: APAIS.
- Mangkunegara, Anwar Prabu. (2009). *Manajemen Sumber Daya Manusia*. PT. Remaja Rosdakarya. Bandung.
- Mathis, Robert L. dan John H. Jackson. (2012). *Sumber Daya Manusia*. Edisi Pertama. Salemba Empat. Jakarta.
- Miftahuddin, Arif Rahman dan Asep Iwan Setiawan (2018). Strategi Pengembangan Sumber Daya Manusia dalam Meningkatkan Kinerja Karyawan Studi Kasus di Sinergi Foundation. *Tadbir: Jurnal Manajemen Dakwah*, 3(2):01-16.
- Nahdhah, Najmatun. (2017). Strategi Pengembangan Sumber Daya Manusia dalam Meningkatkan Keunggulan Kompetitif (Studi Kasus di Pondok Pesantren Hidayatullah Balikpapan). *Thesis*. Malang: Universitas Islam Negeri Maulana Malik Ibrahim Malang.
- Nawawi, Hadari. (2008). *Manajemen Sumber Daya Manusia untuk Bisnis yang Kompetitif*. Gadjah Mada University Press. Yogyakarta.
- Robbins, Stephen P. (2010). *Perilaku Organisasi Edisi Kesepuluh*. PT. Indeks Kelompok Gramedia. Jakarta.
- Wassid, Iskandar dan Sunendar. (2008). *Strategi Pembelajaran*. PT. Remaja Rosdakarya. Bandung.
- Wicaksono, Yosep Satrio. (2016). Pengaruh Pelatihan dan Pengembangan Sumber Daya Manusia dalam Rangka Meningkatkan Semangat Kerja dan Kinerja Karyawan (Studi di SKM Unit V PT. Gudang Garam, Tbk Kediri). *Jurnal Bisnis dan Manajemen*, Vol. 3, No.1, Hal: 31-39.
- Winardi. (2007). *Manajemen Kinerja*. Jakarta: PT. RajaGrafindo Persada.