

ANALYSIS STRATEGY OF HUMAN RESOURCES DEVELOPMENT PT KREASI CIPTA UTAMA

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ABSTRACT

This research aims to reveal the strategy of human resources development of PT Kreasi Cipta Utama. The methods used is qualitative descriptive method by obtaining data naturally, it covers data collection through observation, structured interviews and document analysis. The research concluded the strategy of human resources development can be revealed based on two dimensions: education and training. Company is expected to be able to prepare education participant through informal development and formal development so employees can meet the qualification of education participant. Education participant that met qualification will help education program that company runs to be in line with the objective so it can contribute to company performance.

Keywords: Strategy of Human Resources Development; Education; Training.

ABSTRAK

Penelitian ini bertujuan untuk mengkaji strategi pengembangan sumber daya manusia di PT Kreasi CiptaUtama. Metode yang digunakan adalah metode kualitatif deskriptif yaitu dengan mendapatkan data secara alamiah, meliputi pengumpulan data melalui observasi, wawancara berstruktur dan analisis dokumen. Penelitian ini dapat disimpulkan bahwa strategi pengembangan sumber daya manusia dapat dikaji berdasarkan dua dimensi yaitu: pendidikan dan pelatihan.

Diharapkan perusahaan dapat mempersiapkan peserta pendidikan melalui pengembangan informal dan pengembangan formal agar karyawan dapat memenuhi kualifikasi peserta pendidikan. Peserta pendidikan yang memenuhi kualifikasi akan sangat membantu program pendidikan yang dijalankan perusahaan agar berjalan sesuai dengan tujuannya sehingga dapat berkontribusi terhadap kinerja perusahaan.

Kata Kunci: Strategi Pengembangan Sumber Daya Manusia; Pendidikan; Pelatihan.

INTRODUCTION

Company performance is determined by individual performance. Every employee holds key role to show productivity to improve their respective performance and in the end it can improve

company performance. Organization needs human resources who have skills and ability that can support organization vision and mission. Every human resources have to work as according to their skills.

Employee development is considered very important due to the needs of the job or position, as impact from technology improvement and the increase of competitiveness among companies that shares the same things in common (Hasibuan, 2018). Nevertheless, based on the data of Human Development Index it is found that Indonesia is at the 111 rank from 189 countries in the world. This rank is similar with the rank in 2017. If we compare it with other ASEAN countries, Singapore is at 9th rank, Brunei Darussalam is at 43th rank, Thailand is at the 77th rank, Malaysia is at the 61st rank, and Philipines is at the 106th rank, Indonesian performance is not better. As information, there are three dimensions that take accounts, they are: long and healthy life, knowledge and a decent standard of living (UNDP, 2020).

In summary, the right implementation of human resources development strategy in the company becomes very crucial. Human resources development strategy is a plan concerning the way of how human resources quality can grow to a better destination and it can the work skills as well as it has good loyalty towards the company. Human resources development is really needed for continuity of a company in order to be able to develop in dynamic way because essentially human resources development is one of the important part of a company.

Tourism industry, especially hotel industry should be able to win the competition in the middle of the fast growing competitions. There are a lot of hotel providers that are existing as well as about to establish. The ability to win the competition in this tight competitions is becoming very important. Refer to World Tourism Organization (WTO) based on data in 2017, tourism is the important economic activity that contributed for 10% of Gross Domestic Product in the world (Machado et al., 2019).

One of the companies that compete tightly to reach the the high level is PT Kreasi Cipta Utama, a company that has the trade mark of Novotel dan Ibis Styles Jakarta Mangga Dua Square, the concept of two hotels under one management (*combo hotels*), under the big group of Accor. Novotel dan Ibis Styles Jakarta Mangga Dua Square hotels are 4 stars hotel and 3 stars hotel. Everytime the hotel implements the strategy of human resources development in order to be able to win the competition among the other hotels whether it is local or international hotels. In addition, the current condition of where the whole world feel the big impact of covid-19 pandemic and the implementation of new normal have made it even harder. Writer has realized that the challenge in every company to be able to pass this difficult situation is very variative, starting from the decrease of occupancy level, the decrease of employee motivation, the unawareness of the employee of the current situation, etc.

The importance of this research is to study strategy of human resources development at PT Kreasi Cipta Utama. Human resources development especially education and training are not only the phenomenon exist in education institution such as school or course providers. The phenomenon is also happening in every field, including in service providers especially hotels, the writer has interest to dig and study the implementation of education and training in the company. The writer hopes the research can contribute to education management science and can be set as the study about the implementation of education in the working area for broader scope of people.

METHOD

The research used qualitative descriptive method. According to Bogdan dan Taylor (Sujarweni, 2018), qualitative research is one of the research procedures that creates descriptive data in the form of words or written and behaviours of the people being observed. According to Sugiyono, qualitative approach, research method based on philosophy of postpositivism, used to research in the natural object condition (in the contrary of experiment), the researcher is the key instrument, data collection technique done by triangulation (combine), data analysis in the form of inductive/qualitative, and the result of the qualitative research more emphasize in the meaning of the generalization (Sugiyono, 2017).

The method is useful to reach the objective that display the picture in empirical about strategy of human resources development in PT Kreasi Cipta Utama so the result of the research is the researcher get the complete picture and details about strategy of human resources development that has been done at PT Kreasi Cipta Utama.

This research has two kinds of data sources, they are primary data, meaning data gained by the writer direct from the respondent that are people in the organization, can be management or employees from division of human resources of PT. Kreasi Cipta Utama in the form of interview or direct questions, the document of education and training program plan, program calendar of education and training, photos of activities education and training, forms used in related to education and training, modules of education and training, company profile and etc., as well as the secondary data, meaning data gained by the writer from some sources considered having the relevance with the research, such as government institution or from the data spread in the society in which the writer gain from online source (by internet) or offline (not by internet).

Data collection technique in the research is observation, structured interview and document analysis. Data analysis technique used in the research is interactive model of data analysis technique (Miles & Huberman, 1994) which comprises of three things: 1) Data reduction; 2) Data display; and 3) Conclusions.

Data Validity Checking Technique. To analyze the data, the writer used data source triangulation technique. According to Sugiyono, data checking using data source triangulation is to test credibility of data done by checking the data gained from same sources with the different technique. Time is also influencing the data credibility. Triangulation can also be done by checking the research result, from other researcher assigned to collect the data (Sugiyono, 2017).

RESULT AND REVIEW

Based on the data collected by the writer from the company profile, PT Kreasi Cipta Utama (Novotel dan Ibis Styles Jakarta Mangga Dua Square) are hotels under Accor group of management, the leading in Europe in regard to travel services, tourism, and hotel company services. The hotel is located at Jl. Gunung Sahari Raya No. 1 Jakarta 14420.

Research Findings. The strategy of human resources development at PT Kreasi Cipta Utama focus on the education and training as the dimensions, with indicators of the participants, the objective, the methods, time, cost, and venue.

1. Education

a. Participants

Education participants of PT Kreasi Cipta Utama meaning employees participated in the education programs provided by PT Kreasi Cipta Utama. Education participants are usually employees in managerial level. The company needs employees in managerial level in order to be able to run the leadership roles. Education program need to be ensured run as in the correct target. The selection of education participants is important to be done so the materials delivery running as expected, so the participants need to be prepared earlier. The selection of education participant is important so the material are in accordance to the needs and the background of each participants so it can improve performance. The process of participant's selection need to consider the needs of the participants to develop themselves in line with the working fields and the company needs.

Based on the observation of the education programs for the managerial employees in order to be able to have the higher managerial qualification through education program called Operational Management Trainee and National Management Trainee (OMT dan NMT), it was discovered that the participants selection starting since July 2019. The participants were selected from the hotel level by

considering the match between prerequisite qualifications and the best candidates available in the hotel. PT Kreasi Cipta Utama sent 2 candidates with the details as follows: 1 candidate to join the selection of OMT and 1 candidate to join the selection of NMT. Both participants have to follow series of tests such as written and interview and finally decided whether accepted to join the program. Nevertheless, numbers of participants considered less compared to numbers of managerial positions available (based on organization structure, there are 18 managerial positions but only 2 sent to be the candidate of participants). This is due to selection process is very tight while the qualified managerial position is less.

b. Education Objective

Education objective of PT Kreasi Cipta Utama meaning target willing to be achieved after the education participants finish joining the education program. Education objective is to improve managerial skills. Education result can be seen from the behavior. Education objective is decided based on the company objective. Education objective is in relation with education participant selection. Education objective is important in order to make education as one of the way to create the behavior changes.

Education objective is set in the beginning before education program starts. The case study of education program OMT and NMT, education objective is studied by the candidates when they are filling in the registration form.

c. Education Method

Education method of PT Kreasi Cipta Utama is the chosen way of doing or technique to deliver the education in an education program. The criteria of education method should consider the easy of access for the participants, distance of participants, effectivity and efficiency of the education program, situation and condition, and the fund available. Education method need to be decided so the education material can be delivered to the participants effectively and efficiently. The process to decide education method is by considering the material and the effectivity of the method chosen.

Education method used in OMT and NMT are training methods or classroom method, understudy, job rotation and planned progression, coaching and counseling and business games.

d. Education Time

Education time of PT Kreasi Cipta Utama meaning duration of how long the education run from the beginning to the end. Education time relatively longer than training time. Education time is adjusting to operational activities and should consider the materials needed to be given in the education as well as the participant qualification and what kind of activities to be done in that program. Education time needs to be decided so the participants can set and complete the individual works before joining education so the work in operations is not affecting and the participants can follow the education at their best.

Based on the observation result education program NMT and OMT, education time decided based on what activities to be delivered. Education time is informed clearly to the participants before education starts.

e. Education Cost

Education cost of PT Kreasi Cipta Utama meaning amount of money to be prepared by the company in order to make the education runs. Education cost relatively higher compared to training cost. Education cost decided based on the tools needed to support subject delivery, cost needed by the participants and the educator during the education program as well as the company readiness. Education cost is planned every year. The cost is important to be set so the activities of the education can run as expected and the budget can be controlled as well.

Based on the observation result and interview, it was discovered that education cost for OMT and NMT decided by division of human resources development in head office (called as Accor

Academy), by describing in details subjects to be participated, tools need to be prepared, and venue as well as other supporting things.

f. Education Venue

Education venue of PT Kreasi Cipta Utama is location of the education be held. Education venue is usually a classroom. Education venue is decided based on the spacious of the venue and facility available that can cater some certain numbers of participants according to agreed schedule, situation and condition of the education participant, the current situation and condition, company availability as well as the education program effectiveness. Education venue is important to be set so the education will run as expected.

Based on observation result of education program NMT and OMT, education venue is various according to the current situation and condition.

2. Training

a. Training Participant

Training participant of PT Kreasi Cipta Utama meaning employees following training program provided by PT Kreasi Cipta Utama. Training participant is usually operational employees though managerial employees can also join as the participant if needed. Criterias of training participant are as follows: there is match between the training program and participant qualification, participant position, training needs analysis, skills, knowledge and attitude needed to improve by the participants, etc. The process to choose training participant is done by considering participant needs to develop themselves in line with the job demand.

Based on the observation record, it was clear that training participant is adjusted with the training subject. Case study seen on Training Calendar of March, there are some training programs such as English Class, Managing Guest Complains, Heartist 2.0, Induction Training, and Basic Hygiene.

b. Training Objective

Training objective of PT Kreasi Cipta Utama means target achieved by the training participants after following training programs. Training objective is to improve technical skills that can support employee performance. Training objective is needed to know the end result or the hopes after training followed.

Based on the observation result, training objective is set according to organization needs at that time and delivered to the participants such as English Class training objective, the training aims to make the participant able to communicate in English well so that the person can serve and fulfill foreigner guests very well. Training is delivered by a native speaker.

c. Training Method

Training method of PT Kreasi Cipta Utama is the chosen way of doing or technique to deliver training. Training method is determined based on efficiency and effectivity of training subject delivery. The process to decide training method is done by considering the subject, time duration and the effectivity of the method. It is done through discussion of Human Resources Team by looking at the training program that will be executed based on the situation.

Based on training observation done, English Class, the method of the training is various, they are: on the job, demonstration and example, simulation, classroom methods using lecture technique, case study, role playing and discussion.

d. Training Time

Training time of PT Kreasi Cipta Utama means the duration on how long the training will run from beginning to the end. Characteristics of training time is short duration or having the shorter time duration compared to education time. The decision of training time is important to be done so

the participant can arrange the schedule in order to ensure operations run normal. The process to decide training time is the subject were calculated in a timing so it can be predicted for how long will it takes to deliver the subject.

Based on case study one of training program, English Class, total time of training is 30 hours for around 2,5 months with details of 20 meeting sessions, each is 1,5 hour meeting. Training time is informed clearly to participants.

e. Training Cost

Training cost of PT Kreasi Cipta Utama means certain amount of fund prepared by the company in order to make training happens. Training cost is relatively less than education cost. The cost is determined based on tools of training as well as training venue. The cost determination is needed in order to ensure the budget prepared can be optimized so the training programs can run as expected and the budget can be controlled.

Based on the observation, training cost is various depending on the trainings available. For example, for English class training provided external, training cost is Rp 16.000.000.

f. Training Venue

Training venue of PT Kreasi Cipta Utama is location where the training be held. The venue is determined based on the spacious and facilities available, availability of the venues, situation and condition of training participants, situation and condition at the current time as well as training program effectiveness. Training venue is usually be held at company's practical room (training room), however it will also depends on the situation faced by respective companies. Training venue is determined in order to ensure the facilities of the training venue is in accordance to training needs, so the training can run in line with the number of participants and the training can be prepared well by the training facilitator. The determination also considers the spacious and tools needed for the training.

Training venue is adjusting to the current situation. During the observation which is in the same time of pandemic covid-19, it is found that training ALLSAFE-Your Safety First be held virtually.

CONCLUSION AND SUGGESTION

Based on research result and discussion as presented earlier, it can be concluded about strategy of human resources development of PT Kreasi Cipta Utama by studying the dimensions, they are education dimension with indicators: education participant, education objective, education method, education time, education cost and education venue, as well as training dimension with indicators: training participant, training objective, training method, training time, training cost, and training venue, as follows:

1. Education is implemented as one of the strategies of human resources development at PT Kreasi Cipta Utama. Education dimension with indicators:
 - a. Education participant: given to employees in managerial level in order to ensure employee qualification is in line with company qualification so it can improve organization performance.
 - b. Education objective: the behavior changes meaning the improving skills so the education result can reach the company objective.
 - c. Education method: the chosen technique to deliver education so the education can run effectively and efficiently.
 - d. Education time: considering the education subject and it has longer duration compared to training time, education time need to be informed clearly.
 - e. Education cost: fund prepared so the education can run and the education cost is relatively bigger compared to training cost.
 - f. Education venue: education location which usually a class room and it is important to support program effectiveness.

2. Training is implemented as one of the strategies of human resources development at PT Kreasi Cipta Utama. Training dimension with indicators:
 - a. Training participant: operational employees so the participant qualification is in line with the position, then it can improve employee performance.
 - b. Training objective: increase technical skills so it can improve employee performance.
 - c. Training method: the chosen training delivery so the training can run effectively and efficiently.
 - d. Training time: consider training subject and it has less duration compared to education time, training time need to be informed clearly. Training cost: fund prepared in order to make sure training run as expected and usually the cost is relatively less than education cost.
 - e. Training venue: training location which is usually company practical room (training room) and it is important to support program effectiveness.

Suggestion for Management. Company is expected to prepare education participant through informal development and formal development so the employee can fulfill the qualification as education participant. Education participant that meet the requirement of qualification will support the education program held as expected and as the set objective so that the program can contribute to the company performance.

Suggestion for Next Research. This research is descriptive qualitative research by studying strategy of human resources development comprised of 2 (two) dimensions and 12 (twelve) indicators, each indicator is developed into 6 (six) questions. The research is done in one of hotel- service company in Indonesia. The various strategies of human resources development and the various companies can possibly result in different outcome. Suggestion for the next researcher is to enlarge the knowledge of science particularly in the field of human resources development in more specific to education and training, by conducting research in different strategies of human resource development and or to the different companies. It is expected that next research will be more beneficial to many people.

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