

THE ART OF MANAGING HUMAN RESOURCES AS A HUMAN RESOURCE DEVELOPMENT STRATEGY TO INCREASE PT BHINNEKA TEKNO SEJATI EMPLOYEES' CREATIVITY

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ABSTRACT

The study aims to analyze the art of managing Human Resources (HR) as an HR development strategy that can increase employee creativity at PT Bhinneka Tekno Sejati. In the face of the digital era and rapid change, effective and efficient HR management is the key to the company's success. The method used in this study is a qualitative study with data collection techniques through interviews, observations, and documentation studies. The results showed Management by Objective (MBO) improved work performance by directing behavior. These models tend to be fair because standards are expressed in relatively objective terms. This model is also fast, practical, inexpensive, and motivates workers by giving them the opportunity to cooperatively set their own goals. In the context of PT Bhinneka Tekno Sejati, the art of managing HR has succeeded in increasing employee creativity. This can be seen from the improvement in the quality of products and services, as well as increased customer satisfaction. Therefore, companies need to continue to develop effective and efficient HR management strategies to face future challenges and opportunities.

KEYWORDS human resource management; creativity; employee



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INTRODUCTION

The overall goal of human resource management is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and organizational capacity to achieve its goals by making the best use of the resources available to it. Ulrich and Lake (1990) say that:

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HRM systems can be a source of organizational capabilities that enable human resources to learn and exploit new opportunities (Firmansyah, 2023). But HRM has an ethical dimension which means that it must also be concerned with the rights and needs of people in the organization through the implementation of social responsibility (Sinambela, 2021).

The characteristics of HRM are diverse, strategic and commitment-oriented, adopting a unitary rather than pluralist viewpoint, based on the belief that people should be treated as assets and an activity driven by management (Armstrong & Yusron, 2021). HRM tends to focus on business values although there is a growing opinion (Guest, 2002) that there should also be concern for employee-centered outcomes. In its fully developed form, HRM functions as a system. As Schuler (1992) points out, HRM links, integrates and unites.

There are no universal HRM characteristics. Many models exist, and practices in different organizations vary, often only according to the conceptual version of HRM within an organization. Several things. Boxall et al (2007) say that: 'Human resource management encompasses a broad range of activities and exhibits a large amount of variation across jobs, organizational levels, business units, firms, industries and societies (Firmansyah, 2023).

Some human resources say professionals do what they have to do and do not let their feelings get in the way (Ardan & Jaelani, 2021). If the question is asked to human resources, "do feelings influence your creativity and performance? If most people answer "Yes", then from the answers you can find out how a human resource person's feeling can influence creativity so that creativity does not develop and produces innovation to increase employee work productivity. Most managers and leaders assume that professionals will do what they have to do and not let their feelings get in the way (Goleman, 2017). And that's the problem. Feelings influence our performance, plain and simple.

Boxall (1996) explains that strategic HRM 'is the interface between HRM and strategic management'. It takes the idea of HRM as a strategic, integrated and coherent approach and develops it in line with the concept of strategic management. It is a management approach that involves taking a broad, long-term view of where the business or part of the Business is going and managing activities in a way that ensures this strategic drive is maintained (Amaliah, 2016). As explained by Pearce and Robinson (1988) strategic management is the set of decisions and actions that result in the formulation and implementation of strategies designed to achieve organizational goals.

Strategy is the approach chosen to achieve future goals. According to Chandler (1962) it is 'The determination of the long-term goals and objectives of an enterprise, and the adoption of the actions and allocation of resources necessary to carry them out. Strategy has three fundamental characteristics (Michael et al., 2017). First, look ahead. It's about deciding where you want to go and how you intend to get there. It has to do with ends and means. In this sense strategy is a declaration of intent: 'This is what we want to do and this is how we intend to do it.' Strategies define long term goals but they also cover how those goals will be achieved. They guide actions aimed at producing the required results. A good strategy is one that works, which in Abel's (1993) phrase allows organizations to

adapt by 'mastering the present and ahead of the future', 'strategy must be understood as a framework of critical ends and means (Boxall, 1996).

The third characteristic of strategy is strategic strategy – the need when developing HR strategies to achieve compatibility between them and the organization's business strategy in the context of its external and internal environment. The focus is on the organization and the world around it. To maximize competitive advantage, a company must match its capabilities and resources to the opportunities available in the organization (Porter & Kramer, 2002).

The formulation of corporate strategy is best described as a process for developing a sense of direction, making the best use of resources and ensuring a financial strategy (Armstrong, 2006). It has often been described as a logical, step-by-step affair, the result of which is a formal written statement that provides definitive guidance for organizational intentions. Many people still believe and act as if this is the case, but this is a misrepresentation of reality. In practice strategy formulation can never be the rational, linear process as some authors describe it or as some managers try to create it.

The most significant feature of HRM is the importance of strategic integration. Legge (1989) argues that one common theme of the typical definition of HRM is that human resource policies must be integrated with strategic business planning. Keith Sisson (1990) suggests that a feature increasingly associated with HRM is the emphasis on integrating HR policies both with one another and with business planning more generally. John Storey (1989) believes that: 'This concept places HRM policy formulation at a strategic level and asserts that the characteristic of HRM is a coherent internal approach. The difficulty is that strategies are often based on the questionable assumption that the future will resemble the past

Although this is the responsibility of the human resources department. To see whether people in an organization, all parts that are in managerial positions have supervisory roles such as managers, supervisors, foremen, and others have to perform certain human resource functions. They should be involved in performing additional functions as a collaborative effort with the human resources department. Efforts that can be made such as:

- 1) Conduct employee selection Human resource managers in organizations must be able to select employees from each division to get potential employees so they can occupy certain positions in accordance with the potential, educational background, and expertise possessed by employees. Selecting employees from within the organization has two important benefits. First, from a management point of view, selecting employees from within the organization will benefit the company because employees are familiar with the existing organizational culture, saving on recruitment costs, training costs, and other costs. Second, from the employee side, the selection of employees from within the organization can motivate employees and convince employees that the company implements a clear career path system.
- 2) Proposing the need for additional new employees. Organizational developments will result in the organization needing to add new employees who can fill positions that cannot be filled by existing employees. Human resource managers in organizations must be able to select prospective

employees from the labor market, whether through print media, online media, employment agencies or through universities that are considered capable of producing good quality human resources.

- 3) Conduct training and development Training and development is a place to smooth the potential of employees. Through training and development it is hoped that all the potential possessed by employees can emerge and be able to provide the best benefits for the company. Training and development is a dimension that can increase employee work productivity. Training and development must be carried out continuously so that the results are visible. Training and development is a benefit that can be obtained by the organization in the long term.
- 4) Carrying out performance assessments. Every top and bottom level employee needs to have their performance assessed. Performance assessment is a dimension used to measure the extent of an employee's work ability. Performance appraisal aims to control each employee's work ability in the areas of work that have been determined by the organization. The performance appraisal process usually involves several performance indicators. Performance assessment indicators should be the result of joint decisions developed by the organization in accordance with the characteristics of the organization so that the organization is able to compete in the industry. Routine and planned performance appraisals in the long term will improve employee performance.
- 5) Conduct job training Job training is a dimension that aims to improve employee work abilities. Job training is not only given when new employees or old employees are assigned to certain positions but also must be carried out on all lines. Job training aims to provide an understanding of the work to be carried out in the organization or to refresh the work processes that must be carried out. Human resource managers in conducting job training must cooperate with other divisions that require increased employee work skills. The purpose of this collaboration is to meet the needs of employees in certain divisions with specifications according to the needs of the division.
- 6) Clarify the work structure through the main tasks and functions within the organization Unclarity of the work structure often makes the organization chaotic, work systems become overlapping, and run ineffectively. The clarity of the work structure within the organization is contained in the standard operational procedure (SOP). The SOP will clearly show the main duties and functions of each employee. SOPs must be prepared and evaluated by the human resource management division in collaboration with other divisions within the organization. The purpose of this collaboration is to provide convenience to the human resource management division in translating the work patterns and systems of each division so that the main tasks and functions of each employee in the division will be clearly illustrated.
- 7) Applying discipline Work discipline must be possessed by every employee. No matter how good a company is, if its employees do not have good discipline, they will definitely not be able to operate effectively and efficiently, making it difficult for the company to achieve the targets that have been set. Employee

work discipline needs to be implemented optimally by the human resources department through several measurement aspects such as employee attendance levels, compliance with occupational safety and health (K3), compliance with work systems and procedures, and other work discipline. The human resources department must make regular reports regarding violations of work discipline committed by employees.

- 8) Motivating Motivation is an effort to encourage employees to do work in accordance with company goals. The better the motivation in a company will result in increased employee work productivity. Motivation can be carried out by the human resources division through dimensions related to motivation such as: providing incentives, providing health insurance specifically when employees experience illness, providing education and training, providing motorized vehicle facilities, providing soft loans for motorized vehicle and house ownership, or other dimensions that are directly related to motivation.
- 9) Provide a channel of communication. Communication is a very important part of an organization. The human resources department is a division that must bridge communication between company management and employees or between employees and employees. Employee strikes often occur due to ineffective communication channels. The human resources department should be a neutral party when establishing effective communication channels. When human resource management's bias towards the company is very high, it is certain that communication will not be effective.
- 10) Implement occupational health and safety policies. Policies regarding occupational health and safety are a part that is directly felt by employees. The human resources department must seriously manage policies on occupational health and safety because this will have an impact on employee productivity. Implementation of policies on occupational health and safety that are in accordance with employee expectations will provide employees with peace of mind at work.

The human resource operating plan is related to the company's general policy. As an effort to increase effectiveness after the general plan has been established, the organization needs to make a human resource operations plan. The human resource operational plan is a specific elaboration of the human resource operational plan to be pursued by the company. How do we draw up an operating plan? Operational plans can be prepared based on the company's activities from year to year. For new companies, the human resource operations plan must be based on the main needs in the company's development.

Some previous research relevant to the topic "The art of managing Human Resources as a human resource development strategy to increase employee creativity" include, research by [Puspitarani \(2022\)](#) discusses the HR development strategy in the kitchen department at Fire Flies Restaurant Hertasing Makassar. This study aims to analyze the right strategy to be used in human resource development in the kitchen department at Fire Flies Hertasing Restaurant Makassar.

Research by [Muhammad \(2022\)](#) discusses HR development strategies in improving employee performance at PT. Pos. This study aims to analyze and

describe HR development strategies in improving employee performance at PT. Pos.

Research by Melinda (2022) discusses HR development strategies in improving the performance of employees of the National Amil Zakat Institute (LAZNAS) Nurul Hayat Jember. This study aims to analyze HR development strategies in improving the performance of LAZNAS Nurul Hayat Jember employees.

Therefore, the study aims to analyze the art of managing Human Resources (HR) as an HR development strategy that can increase employee creativity at PT Bhinneka Tekno Sejati.

RESEARCH METHOD

This research uses qualitative methods with data collection techniques through interviews, observations, and documentation studies (Creswell & Creswell, 2017). Qualitative data collection techniques are used to gain a deep understanding of the art of managing HR as an HR development strategy that can increase employee creativity at PT Bhinneka Tekno Sejati. The data obtained from the data collection technique is then analyzed using a case study approach. Data analysis is done by collecting data, organizing data, classifying data, and interpreting data. The results of the data analysis are then used to identify the art of managing human resources effectively and efficiently in increasing employee creativity at PT Bhinneka Tekno Sejati.

RESULT AND DISCUSSION

Professionalism in human resource management

HR specialists are 'professional' when they display expertise in doing their job and act responsibly. HR at PT Bhinneka Tekno Sejati displays expertise in carrying out work such as operations and serving the best, also the marketing department provides the best service before and after delivery (updates on fleet position, ship position, unit position and can be tracked via the application). Each team in each field has a communication group so that it is easy to monitor work and actions until the unit arrives at the reception location. Professionals are a reference for human resources at PT Bhinneka Tekno Sejati to work properly and provide the best for customers.

Qualities required by HR professionals

Operating strategically, PT Bhinneka Tekno Sejati employees have the ability to see the big picture and take, and implement, a strategic and coherent view of the entire range of policies, processes and practices in relation to the business as a whole. They ensure that their innovations and services are aligned with business needs and priorities while considering the needs of employees and other stakeholders as follows:

- 1) Has the ability to facilitate change, initiate it when necessary and act as a stabilizer.
- 2) Strength in situations.
- 3) Respect organizational and individual needs; with their background knowledge
- 4) Organizational behavior, they understand how organizations function and the factors that influence individual motivation and commitment, they are able to analyze and diagnose the people requirements of the organization and propose and implement appropriate actions.
- 5) Like businesses, employees always demonstrate that they can make value-added contributions.
- 6) persuasive
- 7) Employees present proposals and recommendations emerging from their interventions persuasively, making a compelling business case; Innovations and ideas are sold to management on the basis of practicality and, wherever possible, the measurable benefits that will result from their implementation (it is not the idea itself that can be sold but the results that can be achieved).
- 8) Evidence-based management means translating best evidence-based principles into organizational practice. Through evidence-based management, practice managers develop into experts informed by social science and organizational research').
- 9) Provide their services efficiently and effectively.

Competence for HR professionals

Strategic capabilities

- 1) Contributing to strategy development,
- 2) Contributing to the development for a business with a clear vision and an integrated set of values,
- 3) Develop and implement a coherent HR strategy that is aligned with business strategy and integrated with each other,
- 4) Work closely with line management to support the achievement of corporate, unit or functional strategy, (5) understand the importance of measuring human capital, introduce system measurements and ensure that good use is made of them

Effective service delivery

- 1) Anticipate requirements and appropriately organize and operate services,
- 2) Providing efficient and cost-effective services in each regional HR;
- 3) Respond quickly and efficiently to requests for HR services, help and advice,
- 4) Promote the empowerment of line managers to make HR decisions but provide guidance as needed

Personal credibility

Live personal values, maintain relationships based on trust, act with 'attitude' (a point of view about how the business can win, supporting opinions with evidence)

- 1) Ability to manage change

Drive change: ability to diagnose problems, build relationships with clients, articulate a vision, set a leadership agenda, solve problems, and implement goals.

- 2) Understand business
Strategy, organization, competitors, finance, marketing, sales, operations and IT

Develop competency through evidence-based management

- 1) Use data to identify where the greatest opportunities for improvement are. This will help organizations to understand what their problem really is, as opposed to what they think it is and what is causing it.
- 2) Know what the literature says about HR practices and use that knowledge to design more effective ways of doing things.
- 3) Run experiments and gather information about how well things are working, building a spirit of inquiry and learning, and a commitment to data collection and practice.
- 4) Analysis is required to decide based on facts. This approach can be contrasted with acting on hunches, or on beliefs, ideologies, casual benchmarking, what they wish or hope for, what they have done in the past, what they seem good or experienced in doing.
- 5) Have a commitment to act on that data to design more effective HR systems and processes and to ensure that those that are in place do not harm those who use them or are affected by their use.
- 6) Develop the right mindset - embracing learning and inquiry and tolerating employees' own and others' failures.

Professional employees of PT Bhinneka Tekno Sejati as players who think

All PT Bhinneka Tekno Sejati personnel and development specialists must be thinking players. That is, their main task is to become knowledgeable and competent in their various fields and to be able to move beyond compliance to provide a critique of organizational policies and procedures and to advise on how the organization should develop in the future. By CIPD, continuous professional development (CPD) is a process that enables the integration of learning with work in a way that is relevant to the learner, self-directed and contributes to the developmental needs of the learner. Benefits for individuals include becoming better learners, profiting from learning opportunities, managing self-development, assisting with career advancement, and enhancing professional standing.

CONCLUSION

There is an employee comparison system at PT Bhinneka Tekno Sejati, where this system evaluates employee performance relative to the performance of other employees. The assessment is done by using rankings in the form of simple rankings, pairwise comparisons, and labor distribution. A simple rating will provide

information on ranking all employees from best to worst level. Pairwise comparisons compare each pair of employees.

Management by Objective (MBO), this model allows supervisors and employees to mutually establish goals, performance standards, and how goals will be achieved. Both parties meet regularly to discuss employee progress and identify needed changes.

The findings show that Management by Objective (MBO) improves work performance by directing behavior. This model tends to be fair because standards are stated in relatively objective terms. This model is also fast, practical, inexpensive, and motivates workers by giving them the opportunity to cooperatively set their own goals. The weakness of this model is that it does not specify behavior to achieve goals, so that part of it is a function of factors beyond the control of workers, does not have a common basis as a comparison of performance between one employee and another, MBO can increase employee work stress in achieving organizational goals because employees will continue to be driven level of objectivity.

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