

HUMAN RESOURCES MANAGEMENT STRATEGY TO INCREASE EMPLOYEE PERFORMANCE

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ABSTRACT

In general, employee performance can be improved through increased compensation and work motivation. With the compensation provided by the company to employees, the enthusiasm, willingness, and thoroughness of employees at work will be maximized, focused, and disciplined. This study aims to determine and analyze the first strategy of human resource management in improving the performance of employees of PT Pelabuhan Indonesia 1 (Persero) Medan. Second, to find out the results of the SWOT analysis of the strategy for improving employee performance with the IFAS and EFAS matrices, it is possible to identify important factors from both the external and internal environment which are the strengths, weaknesses, opportunities and threats of improving performance. The research approach carried out in this study is descriptive qualitative, the author also uses SWOT analysis. SWOT analysis is the identification of various factors systematically to formulate corporate strategy. From the analysis results obtained a growth strategy or growth oriented strategy, this strategy indicates a strong company condition and is able to continue to grow by taking the opportunities and opportunities that exist to achieve maximum turnover. This strategy was chosen because the calculation results are in quadrant I where the total weighted score for strengths and weaknesses is 2.710504 while the total weighted score for opportunities is 2.653142. Positions in this quadrant are very profitable and can be applied to the fullest. SWOT analysis is the identification of various factors systematically to formulate corporate strategy. From the analysis results obtained a growth strategy or growth oriented strategy, this strategy indicates a strong company condition and is able to continue to grow by taking the opportunities and opportunities that exist to achieve maximum turnover. This strategy was chosen because the calculation results are in quadrant I where the total weighted score for strengths and weaknesses is 2.710504 while the total weighted score for opportunities is 2.653142. Positions in this quadrant are very profitable and can be applied to the fullest. SWOT analysis is the identification of various factors systematically to formulate corporate strategy. From the analysis results obtained a growth strategy or growth oriented strategy, this strategy indicates a strong company condition and is able to continue to grow by taking the opportunities and opportunities that exist to achieve maximum turnover. This strategy was chosen because the calculation results are in quadrant I where the total weighted score for strengths and weaknesses is 2.710504 while the total weighted score for opportunities is 2.653142. Positions in this quadrant are very profitable and can be applied to the fullest. This strategy indicates that the company is strong and able to continue to grow by taking the opportunities and opportunities that exist to achieve maximum turnover. This strategy was chosen because the calculation results are in quadrant I where the total weighted score for strengths and weaknesses is 2.710504 while the total weighted score for opportunities is

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1. INTRODUCTION

A company has a clear goal. The purpose of establishing a company is to increase the value of the company through increasing the prosperity of the owners and shareholders. To achieve company goals, employee performance is needed. Employee performance is the result of work, both quality and quantity, produced by employees or real behavior that is displayed in accordance with the responsibilities given to them. Performance is also the result of work produced or contributed by an employee related to duties and responsibilities to the company[1].

High performance can be formed with the awareness of every company leader to provide support to employees in the form of leadership participation in providing direction regarding the work carried out by each employee. Thus, employees can better understand the responsibilities of the work they do. In addition, a comfortable working atmosphere, providing motivation and appropriate compensation for each employee can increase employee morale at work. For this reason, company leaders need to monitor every behavior and action taken by all employees at work[2], [3]. High or low motivation of employees in a company also depends on the role of leaders in the company, good leadership is the key in management which has an important role in the strategy for the survival of a company. A good leader is a leader who is able to plan, allocate, mobilize and be fair to all employees so that employees are satisfied with their work which in the end they can improve the quality of their work.[4], [5].

In a company, human resources are things that must be prioritized in achieving the company's main goals and achievements, so company leaders should not ignore the role of employees in increasing company effectiveness. Therefore, company leaders must be able to give attention and encouragement to their employees, so that they can increase their work effectiveness[6], [7]. Various ways are carried out to increase the effectiveness of the work of employees, both old employees and new employees. One of these ways is through employee performance appraisals. With the assessment of employee performance will be able to provide information to the leadership of the company about the capabilities of its employees. Human resources have a very large role in determining the success of the company so that demands arise for the important role of human resource management in the process of running the company[8], [9].

There are many ways that a company can do to improve the quality of human resources so that they become qualified workforce, including by conducting self-development, motivating employees or by providing compensation in accordance with what is expected by the workforce and the suitability of rewards with what has been done. agreed by the employee and the company. To achieve a balance between the goals and needs of the organization with the goals and needs of employees, human resource management focuses its attention on three main things, namely first, integrated human resource planning by taking into account various challenges and opportunities in the future so as to make the organization's human resources a human resource. competitive human resources. Second, implementation of the human resource management function effectively and efficiently, without neglecting various applicable laws and regulations so as to achieve high human resource productivity, as well as the fulfillment of organizational goals and needs, and individual employees. Third, the evaluation of the human resource management function includes an assessment of human resource management policies to determine whether various human resource policies are truly effective.[10], [11].

PT. Pelabuhan Indonesia I (Persero) Medan is a company engaged in services, especially ports in Indonesia. This company is a State-Owned Enterprise in the form of a Persero. This company is one of the business entities managed by the State with the aim of establishing it to achieve profit and provide services to the public where the entire share is owned by the Government. PT. Pelabuhan Indonesia I (Persero) as a large company cannot be separated from employee performance problems, such as low levels of performance, compensation and work discipline also occur at PT. Pelabuhan Indonesia I (Persero), which is a factor in improving employee performance, has not been optimal in completing work on time.

2. METHOD

2.1 Research Approach

The research approach used in this research is qualitative data. Because it relies on the results of interviews with the State-Owned Enterprise PT Pelabuhan Indonesia 1 Persero Medan, the study of documentation in the archives is in the form of interview reports and other documentation related to this problem. This method aims to collect, present, and analyze answers from interviews and data based on results from documentation that can provide a clear picture of the object under study, to be processed and analyzed to draw conclusions.

2.2 Research sites

This research was conducted by going directly to the object of research at the State-Owned Enterprise PT Pelabuhan Indonesia 1 Persero Medan, which is located at Jalan Krakatau Ujung No.100, Tj. Mulia, Medan Deli, Medan City, North Sumatra 20241. The time of the research was carried out on March 4, 2019.

2.3 Research Subjects and Objects

The subjects in this study were several informants who were believed to be able to provide the required information accurately, namely the head of the human resources leadership, the head of the quality assurance and human resource development section, the human resources staff section, the head of the organizational management resource department and 3 employees.

2.4 Data Collection Techniques and Instruments

The next stage is the method of data collection which is a way to get the goal. This first method is used after the researcher takes into account the progress in terms of the objectives and research situation. The data used in this study are primary data and secondary data. Primary data is data from interviews with the human resource management of PT Pelabuhan Indonesia 1 (Persero) Medan regarding the strategies undertaken by human resource management in improving employee performance. The secondary data of this study were sourced from the documents of the human resources department of PT Pelabuhan Indonesia 1 (Persero) Medan.

2.5 Data analysis technique

The data processing technique consists of editing, where the author re-examines the data that has been collected and corrects it so that the completeness of the data and the clarity and perfection can be known. Description, which describes the data and rearranges the data that has been collected in a systematic description. Categorization, the authors classify research data based on the type of problem so that it is arranged systematically. Data Analysis The data method used in this research is SWOT. SWOT is a tool used to develop the company's strategic factors. Where this SWOT can clearly describe how the external opportunities and threats faced by the company can be adjusted to the strengths and weaknesses it has.

3. RELUST AND DISCUSSION

3.1 Employee Performance Improvement Strategy of PT Pelabuhan Indonesia 1 (Persero) Medan

The strategy to improve performance implemented by human resource management at PT Pelabuhan Indonesia 1 (Persero) Medan uses several policies that are adapted to several considerations and targets. Some of these policies can be explained as follows: 1. Human Resources Recruitment and Selection System PT Pelabuhan Indonesia 1 (Persero) continues to strive to improve the quality of human resources because PT Pelabuhan Indonesia 1 (Persero) believes that strong human resources will be able to maintain a competitive advantage. and business sustainability of PT Pelabuhan Indonesia 1 (Persero).

3.2 Human Resources Deployment System

PT Pelabuhan Indonesia 1 (Persero) has established management policies in order to support HR management strategies. The policy regulates various aspects related to HR management including HR management strategies, job evaluation, workforce planning, recruitment and selection, employee training development, compensation, talent management, employee performance management systems and regulations regarding employee termination.

3.3 Human Resource Development

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To optimize the potential of human resources at PT Pelabuhan Indonesia 1 (Persero), PT Pelabuhan Indonesia 1 (Persero) has compiled an integrated HR Development Roadmap with reference to long-term and annual corporate planning. The preparation of this HR Roadmap is also based on the results of an analysis of supply and demand that is accurate and effective and structured, by using reference data references.

3.4 Job Appraisal Management System

The Company considers that job appraisal is a shared responsibility to support the success of the company's business performance and the success of each individual employee. The performance appraisal management system is an evaluation tool for targets and objectives that must be achieved by all employees and work units that are prepared based on the company's long-term vision, mission and goals as well as PT Pelabuhan Indonesia 1 (Persero) KPIs. 102 PT Pelabuhan Indonesia 1 (Persero) builds Management Electronic Performance (MKE) is an IT application for managing employee performance. The components in the performance appraisal are: Monthly Performance Plan (RKB) and Employee Competence, MKE replaces the function of managing employee performance which previously carried out annual performance appraisals into monthly performance appraisals.

3.5 Internal Factor Recapitulation

Following are the results of the recapitulation of the internal factors of PT Pelabuhan Indonesia 1 (Persero) Medan, namely the internal strength factors consisting of strengths and weaknesses. Strength is an internal condition that supports an organization to achieve the desired objective. It has Human Resources who are knowledgeable and experts in their fields, PT Pelabuhan Indonesia 1 (Persero) Medan is a state-owned company engaged in the port sector which in Currently the total existing Human Resources are 1,428 in 2017 and all employees are placed at 104 Annual Report PT Pelabuhan Indonesia 1 (Persero) Medan 2017, on March 9, 2019, in positions that match the abilities, skills and abilities of each employee.

Weaknesses are internal conditions that prevent the organization from obtaining the desired objectives which can hinder the improvement of employee performance at PT Pelabuhan Indonesia 1 (Persero) Medan. Lack of kinship, the number of employees in one division is 20-40 employees, but the lack of greetings in a company will make employees gradually feel bored in the room. Many employees are not disciplined in taking advantage of the break because when the break time has arrived there are still many employees who are in the room to complete their activities, but when the break time is over there are still many employees who are outside the room/company.

Table 1. Internal Environmental Factors Strength

Code	Strength
S1	Having human resources who are knowledgeable and experts in their fields
S2	The work appraisal system uses an MKE-based system
S3	Every year the company provides a reward in the form of a master's degree scholarship abroad which will be given to its best employees

Table 2. Internal Environmental Factors Weaknesses

code	Weakness
w1	Lack of kinship between divisions
W2	There is a recruitment system that is carried out through local selection
W3	Employees are less disciplined in taking advantage of break hours

3.5 External Factors Recapitulation

The following is a recapitulation of the external factors of PT Pelabuhan Indonesia 1 (Persero) Medan, namely external strength factors consisting of opportunities (opportunities) and threats (threats) faced.

Table 3. External environmental factors Opportunity

No	Opportunity
01	Big market segment
02	Nice port outlook
03	A lot of collaboration with various agencies

Table 4. External Environmental Factors Threat

code	Threat
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T1	There is competition from the company
T2	Technology that continues to evolve
T3	The decline in economic conditions that have an impact on exports and imports

3.6 Results of the Assessment of Internal Factors and External Factors of PT Pelabuhan Indonesia 1 (Persero) Medan's Strategy

This step is the last step of the data collection stage, this stage is the scoring of the internal and external factors of PT Pelabuhan Indonesia 1 (Persero) Medan.

Table 5. Results of Internal Factor Score Assessment PT. Pelabuhan Indonesia 1 (Persero) Medan

	Strength	Weight
S1	Having human resources who are knowledgeable and expert in their field	3
S2	The work appraisal system uses an MKE-based system	4
S3	S2 abroad given to the best employees	3
	Weakness	Weight
W1	Lack of kinship between divisions	1
W2	There is a recruitment system that is carried out through local selection	2
W3	Employees are less disciplined in taking advantage of break hours	2

Table 6. Results of External Factor Score Assessment of PT Pelabuhan Indonesia 1 (Persero) Medan

No	Opportunity	Weight
O1	Big market segment	4
O2	Nice port outlook	3
O3	A lot of collaboration with various agencies	3
	Threat	Weight
T1	There is competition from the company	2
T2	Technology that continues to evolve	1
T3	The decline in economic conditions that have an impact on exports and imports	2

3.7 Internal External (IE) Matrix Results

It is known that the IFAS value is 2.710504 and the EFAS is 2.653142. Thus PT Pelabuhan Indonesia 1 (Persero) is in cell V, which is a situation where the company is in the Growth Stability Strategy, namely a strategy that has potential and several strategic considerations in the performance development plan without having to change the strategy that has been implemented. In principle, this strategy is growth that emphasizes the point of increasing employee performance with large market segments and company functions because it seeks to improve efficiency in all fields in order to improve performance and profits.

4. CONCLUSION

Based on the results and analysis of the research that has been done, the authors can conclude that PT Pelabuhan Indonesia 1 (Persero) Medan has implemented several strategies in improving employee performance, as for the strategies carried out as follows; Recruitment strategy of PT Pelabuhan Indonesia 1 (Persero) in accordance with the needs of the company, placement of human resource management employee positions considering the expertise, skills and abilities possessed by employees, achievement of improving performance by developing employee potential through the process of education, training and workshops, management system Performance appraisal is conducted on a monthly basis with the aim of building a performance culture to improve performance.

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