



Implementation Of Hr Strategy On Employee Development, Involvement In Collaborative And Participatory Approach

Surya Kusumah

Management, STIE Pembangunan Tanjungpinang

Dila Fitriani

Management, STIE Pembangunan Tanjungpinang

Satriadi

Management, STIE Pembangunan Tanjungpinang

Address: Jl. Raja Haji Fisabilillah No. 34 Tanjungpinang, Indonesia

Author's correspondence: surya.kusumah.dosen@gmail.com

Abstract. *This research discusses the implementation of HR strategies in employee development, employee involvement in collaborative and participatory approaches, while the purpose of this is to describe, explain, and know human resource development strategies, using some literature. This study used a qualitative research method with a descriptive approach. The results of observations and articles, journals, all of which were successfully collected and then analyzed. Which would like to see how the influence of HR strategy in employee development, because human resource employees are one of the crucial factors in human resource management. By involving employees to obtain long-term growth longevity and increase profitability in the midst of increasingly fierce industry competition. in a collaborative and participatory employee approach, meaning that the company involves employees effectively in the process of decision making, planning, and carrying out tasks. this approach also encourages employees to contribute, which empowers an inclusive work culture and actively participates in the development of organizational strategy implementation.*

Keywords: Implementation, Strategy, HR, Collaborative, Parsitipative.

Abstrak. Penelitian ini membahas mengenai implementasi startegi SDM pada pengembangan karyawan, keterlibatan karyawan dalam pendekatan kolaboratif dan partisipatif, adapun tujuan ini mengenai ini adalah untuk mendeskripsikan, menjelaskan, dan mengetahui strategi pengembangan sumber daya manusia, dengan menggunakan beberapa literatur. Penelitian ini menggunakan metode penelitian kualitatif dengan pendekatan deskriptif. menggunakan studi literatur dengan mengumpulkan dan menganalisis berbagai sumber seperti buku, artikel, jurnal, dan lainnya .yang mana ingin melihat bagaimana implementasi strategi SDM dalam pengembangan karyawan, karna karyawan sumber daya manusia merupakan salah satu faktor yang krusial dalam Manajemeen sumber daya manusia.dengan keterlibatan karyawan untuk memperoleh pertumbuhan jangka panjang dan meningkatkan profibilitas ditengah persaingan industry yang semakin ketat. dalam pendekatan karyawan kolaboratif dan partisipatif, artinya perusahaan melibatkan karyawan secara efektif dalam proses pengambilan keputusan, perencanaan, dan pelaksanaan tugas. pendekatan ini juga mendorong karyawan untuk berkontribusi, yang memberdayakan budaya kerja inklusif dan berpatisipasi aktif dalam pengembangan pelaksanaan strategi organisasi.

Kata kunci: .Implementasi, Strategi, SDM, Kolaboratif, Parsitipatif.

Received Maret 30, 2023; Revised April 30, 2023; Accepted Mei 30, 2023

* Surya Kusumah, surya.kusumah.dosen@gmail.com

INTRODUCTION

The implementation of human resource strategies on employee development by involving a collaborative and participatory approach is based on the understanding that employees who are actively involved in decision-making and organizational development have higher motivation, make maximum contributions, and achieve better performance. The collaborative and participatory approach recognizes the importance of valuing employees' views and knowledge and utilizing them in organizational decision-making. By involving employees in strategic planning, companies can gain diverse perspectives and innovative ideas that help identify and address business challenges. In addition, through active involvement in the development and execution of organizational strategy, employees feel ownership of the company's decisions and goals. This can increase employee motivation, job satisfaction, and loyalty, ultimately having a positive impact on employee retention and organizational productivity.

By implementing a human resources strategy that focuses on employee engagement in a collaborative and participatory approach, companies can create an inclusive work culture, which fosters collaboration, innovation, and organizational growth. This helps the company face increasingly fierce industry competition and achieve sustainable long-term growth. The role of human resources in the company is very important. Although the company has sufficient capital in the form of money, it will not be beneficial if human resources are not managed and developed properly. The higher the quality of human resources owned, the higher the competitiveness of the company. Human resource development can also increase the effectiveness and efficiency of the organization in achieving goals.

Bayangkara (2016) explained that effectiveness is the level of success of the company in achieving goals, while efficiency refers to the relationship between inputs and outputs in company operations. Employee development is a very important factor for the progress and growth of any organization. In the study of this book, long-term job development is referred to as any activity that makes employees acquire new skills or increase knowledge through the provision of learning and training facilities. This gives the organization a competitive advantage. From the moment an employee joins the organization to the various stages of his career development, a skill improvement program for experienced employees is an important aspect. Workforce motivation is one of the main challenges facing organizations. Employee development is also one of the most important functions of human resource practice. Recent research shows that committed human resource practices, such as employee development,

influence organizational outcomes through employee behaviors and attitudes (Liga Suryadana, 2015).

Siagan (Afina, 2017) defines the learning process that involves the conceptual use of certain techniques and methods. In this context, training is intended to improve the skills and employability of individuals or groups of people. Usually, training is intended for those who are already working in an organization that considers that increasing the efficiency, effectiveness, and productivity of their work needs to be done in a directed and pragmatic manner. According to Triasmoko et al. (Hirawati, 2021) in an effort to develop employee performance in the company, one method that can be used is through the implementation of training and development programs. explained that this program has an important role for employees who follow it. Training and development are directly related to individual employees, where employees who have participated in the program can gain superior skills compared to colleagues who do not follow it (Rahinnaya & Surya Perdhana, 2016). The impact of employee participation in effective training and development programs is the improvement of their performance. Employee performance is a success factor expected by the company. If many employees achieve high performance, this will have an impact on improving overall productivity, which helps companies thrive and survive in an increasingly competitive global competition (Adianto & Sugiyanto, 2019).

Badu & Djafri (2017) said that organizational culture is a decision owned by its members that can be used as a differentiator between one organization and another. According to Sarder (2016) to build a good organizational culture in addition to the right leader, the right people, and the right resources, the right behavior is also needed. In this context, the intended behavior is organizational behavior where in the organization there is collaboration, innovation, experimentation, risk-taking, and good information sharing in it. In accordance with Russel Sarder's opinion, it is known that collaboration culture is part of organizational culture. while participatory, participatory is an evaluation that refers to the fairness of the process in decision making involving employee involvement (Qustolani, 2015). This study aims to determine the implementation of human resource standards or an employee in development, their involvement in collaborative and participatory approaches.

LITERATURE REVIEW

Human Resource Management

Human Resources (HR) is a very vital factor and cannot be separated from a company. HR is a crucial asset for companies because it plays a role in determining the success of achieving its business goals (Dadan Ahmad Fadili, et al, 2018). Therefore, it is important for companies to develop existing human resources to improve their work capabilities. The company's efforts in encouraging every employee to improve their performance are necessary steps so that the company's goals and aspirations can be achieved faster (Meirina, In Jurnal Hendita Yosepa 2020).

HR Strategy Implementation

Quality human resources are a competitive advantage for companies. Company management must give top priority to HR management. Companies can start by planning HR functions through the HR department. It involves the identification of HR needs within the company, job analysis, individual planning based on the necessary qualifications, the hiring process, selection, and orientation for collecting personal data and career preferences of employees. Furthermore, according to Juliansyah et al. (Hayati 2021), employee performance evaluations are carried out as feedback that will be used as a basis for providing training and development. Therefore, human resources have a very important role in the company. The importance of human resources lies in their ability to voluntarily and positively respond to the means of work and opportunities provided, with the aim of achieving satisfaction through the results of their work, as well as providing optimal contribution and performance to achieve the company's goals.

Every company's effectiveness must be adjusted to the direction, goals, and policies that have been set. In order to achieve these goals, training is needed to build structured cooperation. Various activities are carried out to improve the ability of the workforce or employees with the aim of achieving company efficiency and effectiveness. It involves planning, organizing, directing, and supervising the workforce or employees (Muharam, 2014).

Human Resource or Employee Development

It should be noted that employee development through education and training programs must meet two interrelated interests. First, the importance of the organization in improving the ability to achieve corporate goals. Second, the interests of employees who attend education and

training, where their non-fulfillment can result in a lack of motivation, not only in following the program, but also in carrying out the duties entrusted to them (Bakar, 2014).

Training and development programs play an important role for employees participating in such activities. Training and development have a direct impact on employees, where employees who attend HR training and development programs can develop better skills compared to colleagues who do not participate in the program (Rahinnaya & Surya Perdhana, 2016). The positive impact of employees who have participated in training and development programs is the improvement of employee performance. Employee performance is a key factor in a company's success. The number of employees who have high performance will have an impact on increasing overall company productivity, so that the company can develop and survive in an increasingly competitive global competition (Adianto & Sugiyanto, 2019).

Collaborative and Participatory Approach

According to Hasibuan (Muaja et al, 2017) performance is a result of work achieved by a person in carrying out the tasks assigned to him and is based on ability, experience, sincerity and time. Employee performance is defined as the ability of employees to perform a certain skill. Employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the tasks caused by him. For this reason, it is necessary to determine clear and measurable criteria and set together which are used as a reference according to (Sinambela, 2012). In addition, placement is placing a person's position into the right job position, how well an employee matches his job will affect the number and quality of work (Resiona, 2014). Affective commitment is an emotional approach of the individual in his involvement in the organization. Allen and Mayer argue that affective commitment is closely related to emotional, identifying and engaging employees within an organization (Akbar et al, 2017).

In the context of involvement and work participation proposed by Noe (Panjaitan, 2018). The degree to which an individual is involved in work depends on the perception that the work has the potential to meet needs that are considered important, If the individual feels that work does not provide opportunities to meet those needs, then the individual will inevitably develop tendencies that include withdrawal from work efforts and isolation from work.

Employee Engagement and Participation

According to Purnawanto (Panjaitan, 2018), the nature of employee involvement and participation is:

1. Mental and emotional engagement involves more than just physical activity. It involves the involvement of one's thoughts and feelings. This involvement is not only related to the skills possessed, but also to the overall person of the individual involved. It focuses more on the psychological aspect than the physical. This involvement is not only related to participation in job tasks, but also involves attendance at meetings, asking for opinions, and other activities.
2. Contribution motivation involves an employee's efforts in encouraging participation and engagement from other co-workers. This involves giving employees the opportunity to actualize their resources, initiative, and creativity to achieve common goals.
3. Responsibility is increased through involvement and participation, which encourages individuals to take responsibility in group activities. It is also a social process that encourages people to be actively involved in the organization and contribute to its success.

METHODS

This type of research is literature research, which is a series of studies that are pleased with the method of collecting library data or research whose research objects are explored through a variety of literature information (books, encyclopedias, journals). This literature review is a literature research and research by reading various books, journals, and other publications related to the research topic, to produce a writing that is pleasing to a particular topic or issue. The relevant collected articles are collected and then carefully analyzed to ascertain whether they meet the criteria established as literature in this writing. This library method is a series of activities that are related to the method of collecting library data, reading, and recording, as well as processing research materials. Conducting this literature study is carried out by researchers between after they determine the research topic and determine the formulation of the problem, before they jump into the field to collect the necessary data (Damadi, 2011). The resources referred to in this paper can be the basis for implementing human resource strategies in development, promotion of conversion in a collaborative, and participatory approach.

RESULT AND DISCUSSION

To ensure that the HR function runs and contributes well to achieving the company's success, the company needs to assess or evaluate the implementation of HR programs that have

been developed. This evaluation aims to measure the extent to which employees work effectively and contribute to achieving the goals set by the company as a whole (Bayangkara, 2015).

Based on several theories, experts have a significant influence on the implementation of HR strategies in employee development, involvement in collaborative approaches, and participation. Here are definitions from some related experts, Implementation of HR strategies in employee development: According to Armstrong and Baron (Ramdan, 2020), the implementation of employee development HR strategies involves a series of actions designed to improve employee competencies and skills, with the aim of achieving organizational goals and maximizing individual potential. This involves identifying development needs, planning training programs, and evaluating the effectiveness of the training conducted. and the engagement of collaborative employee approaches is a key factor in improving employee quality and overall organizational productivity.

Dilenbourg stated that intensive collaboration is two or more people/institutions to understand each other and realize the need for cooperation as a joint strategy effort in dealing with something important, especially intensive cooperation in facing and solving common problems. In this collaborative and participatory approach, employees are included in the decision-making process and organizational strategy development, involvement in collaborative and participatory approaches can increase employee motivation, increase creativity and innovation, and increase job satisfaction, in addition, collaborative and participatory approaches can also improve communication and cooperation between employees.

According to Winkler, every collaboration formation must require commitment and collaboration space, which is a committee and space, place or environment used in establishing relationships and facilitating the collaboration process in a good and quality manner, commitments related to rights and obligations between members in a collaboration that is very important to build, both with the implementation of routine tasks in overcoming problems that will arise. While the place or environment is a way to increase involvement in collaborative and participatory approaches, which as needed is such as the provision of adequate facilities and infrastructure, such as meeting rooms and modern communication devices, and can increase employee involvement in the decision-making process and organizational strategy development, then the implementation of training and development programs that can improve skills Employees in collaborating and participating in the decision-making process of

developing organizational strategy, giving responsibility and autonomy can also increase employee motivation and increase involvement in the decision-making process of the organization, there are rewards and recognition. who participate in the decision-making process and organizational strategy development and can increase engagement and motivation among employees, then increase leadership collaborative and participatory approaches can improve leadership in the organization employees who are involved in decision making and given decisions to provide input can improve their leadership abilities. In addition to leadership, there is increased employee satisfaction: in this collaborative and participatory approach, employees feel valued and recognized by the organization. This can increase employee satisfaction and motivate them to work better.

The use of participation is a popular strategy to increase work productivity and satisfaction (Scott et al, 2003) which currently finds that companies implement some form of employee engagement program. According to Purnawanto (Panjaitan, 2018), there are the nature of employee involvement and participation, namely: Mental and emotional involvement that involves more than just physical activity where this involvement concerns one's thoughts and feelings, Contribution motivation that involves employee efforts in encouraging participation and involvement from colleagues which involves providing opportunities for employees to actualize their initiative and creativity resources. Responsibility involvement that encourages individuals to take responsibility in group activities as well as social processes that encourage them to be involved in organization and contribute.

CONCLUSION

From the explanation of the theory above, it can be concluded that the implementation of HR strategies on employee development, involvement in collaborative approaches, and participatory are important factors in achieving organizational goals. By involving employees in the development process and providing them with opportunities to collaborate and participate, organizations can optimize individual potential and improve overall team performance on HR Strategy on employee development: Effective implementation of HR strategies in employee development helps organizations to improve individual competencies and skills. By providing training, mentoring, or other development programs, while Involvement in a collaborative approach: Collaboration between employees and other departments or teams has a positive impact on the achievement of organizational goals. In a

collaborative approach, employees are given the opportunity to share knowledge, experience, and ideas with others. This encourages teams to work together, solve problems together, and improve operational efficiency. In a collaborative, participatory work environment: Employee participation in decision-making and strategic planning provides a greater sense of ownership and responsibility. In a participatory approach, employees have the opportunity to provide input, contribute ideas, and influence the direction of the organization.

REFERENSI

- Amiruddin, A. F., & Ahmad, I. (2021). *Implementasi Strategi Pengembangan Sumber Daya Manusia di Industri Media Persada TV Lamongan*. 11(2), 85–98. <https://doi.org/10.35905/komunida.v11i101>
- Bakar, A. (2014). *Pengaruh Pengembangan Karyawan terhadap Kinerja pada PT . Bank SulSelBar Cabang Palopo Pendahuluan*. 04(02), 1–7.
- Fatimah, S. (2023). *Menuju Madrasah Unggul dan Berprestasi : Penerapan Manajemen Partisipatif dan Kolaboratif di MIN 2 Bantul*. 2(1).
- Hayat, N. (2023). *Effects of Transformational Leadership on Employee Performance in Business Organizations : A Systematic Literature Review*. 3(2).
- Ilmiah, J., & Ubhara, M. (n.d.). *SDM TERHADAP KINERJA KARYAWAN PT POS*.
- Jackson, J. H. (2015). *Pengembangan karyawan dalam manajemen sumber daya manusia*. 11(2), 110–117.
- Kabupaten, P., & Komerling, O. (n.d.). *No Title*. 1(01), 81–114.
- Karyawan, K. (2018). *Jurnal manajemen*. 4.
- Kasmawati, Y. (2021). *Kepemimpinan Kolaboratif: Sebuah Bentuk Kepemimpinan Untuk Sekolah*. 2005, 197–207.
- Kerja, E., Pada, K., & Santika, H. (2020). *Pengembangan sumber daya manusia (sdm) terhadap tingkat etos kerja karyawan pada hotel santika sukabumi*. 8, 741–747.
- Leadership, T. H. E. P., Culture, W., Effects, T., The, O. N., Performance, W., The, O. F., & Of, S. (n.d.). *Sunarta, Wuradji*. 1(3), 137–149.
- Maimunah, S., & Subiyanto, E. D. (2020). *Kolaborasi Penempatan Kerja Dan Komitmen Afektif Dalam Meningkatkan Kinerja Karyawan*. 10(1), 103–108.
- Oktavia, S. D., & Ali, S. (2022). *Pengaruh Lingkungan Kerja , Budaya Kolaboratif , dan Kepuasan Kerja terhadap Turnover Intention pada PT Graha Megatama Indonesia selama Pandemi Covid-19*. 6(April), 2085–2100.
- Rizalie, A. M. (2005). *Prosiding Seminar Nasional PS2DM UNLAM Vol. 2 No. 2 Implementasi Pengambilan Keputusan Partisipatif Untuk Mendorong Keberhasilan Manajemen Berbasis Sekolah*. 2(2), 96–106.
- Savitri, F. M., Hasanah, A. U., Fasa, A. M., & Mahesti, S. L. (2022). *Kajian Literatur Perencanaan Sumber Daya Manusia (SDM) yang Efektif untuk Meraih Keunggulan Kompetitif*. 2(1), 16–29.
- Tawas, Y. (2014). *Analisis Strategi Pengembangan Sumberdaya*.

Wattimena, F. (n.d.). *Implementasi Strategi Pengembangan Sumber Daya Manusia dan Dukungan Organisasi Terhadap Peningkatan Kualitas Dosen Fakultas Ekonomi Universitas Pattimura Ambon.*