

IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT STRATEGY AT PT ANGKASA PURA INDONESIA



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Abstract

This study aims to analyze the implementation of Human Resource Management (HR) strategies at PT Angkasa Pura Indonesia, Tanjungpinang branch, and their impact on employee performance. The method used is qualitative research with data collection techniques using semi-structured interviews and documentation to explore employee experiences. Data analysis used descriptive analysis. The results of the study indicate that the HR management strategy implemented has succeeded in improving employee performance, both in administration and operations, which ultimately has an impact on the effectiveness of the company. Development and training programs such as technical skills training, managerial leadership training, career development training, innovation and problem-solving training, and new technology training implemented by PT Angkasa Pura Indonesia, Tanjungpinang branch, have proven to significantly improve employee performance.

Keywords: HR Management Strategy, Performance, Employees

INTRODUCTION

Human resource (HR) management is a vital aspect of any organization, especially in a highly competitive industry such as aviation. Amid rapid changes in technology and market demands, companies need to implement effective HR management strategies to improve employee performance. PT Angkasa Pura Indonesia Tanjungpinang branch as the airport manager, including Tanjungpinang Airport, has a major responsibility to ensure that all operational aspects run efficiently. Optimal employee performance greatly affects the overall service and user experience of the airport. In general, HR management involves various practices aimed at recruiting, developing, and retaining quality employees. This includes workforce planning, training and development, performance appraisals, and creating a conducive work environment. A human resource management strategy based on innovation and sustainability helps organizations maximize the potential of human resources and create a productive and sustainable work environment (Nanang Basuki, 2023).

In the context of PT Angkasa Pura Indonesia Tanjungpinang branch, several challenges must be faced. One of them is that there are several employees who have difficulty adapting to up-to-date technology and there are several employees who have not been able to consistently carry out their job descriptions. Therefore, it is important for management to formulate a strategy that is not only able to overcome these challenges, but also encourage employee performance to a higher level. An effective HR management strategy at PT Angkasa Pura Indonesia Tanjungpinang branch must focus on developing employee performance through relevant and ongoing training programs. This training should cover technical aspects, such as operating new tools and systems, as well as soft skills, such as communication and teamwork. Thus, employees are not only equipped with the necessary technical skills but also interpersonal skills that support cooperation in a dynamic environment. This study was conducted based on previous research, some previous studies, namely (Normi Sinurat et al., 2024) entitled "Antecedents of Employee Performance PT. ANGKASA PURA II Silangit Airport" the results of the study showed that training that is relevant to operational needs and technological developments has been proven to increase employee competence and productivity, and structured work training and good leadership style significantly improve employee performance at PT. Angkasa Pura II Silangit Airport,

North Sumatra Province. The importance of effective communication between management and employees and the development of ongoing training programs to maintain employee competence and motivation. Research conducted by (Yubelia et al., 2022) entitled "Analysis of Human Resource Development Through Training to Improve Performance at PT. Gapura Angkasa, Sentani Airport, Jayapura" the results of the study showed that with the existence of ongoing training and competency development for employees, the performance of their employees will be maximized, effective, efficient, and in accordance with applicable SOPs. The research conducted by (Fermayani & Fidrizal, 2022) "The Influence of Career Development and Work Motivation on Employee Performance at PT. ANGKASA PURA II (PERSERO) Minangkabau International Airport Branch" from the results of this study shows that career development and work motivation carried out show positive results on employee skills and performance.

Ultimately, the HR management strategy at PT Angkasa Pura Indonesia Tanjungpinang branch must be oriented towards achieving the company's long-term goals, namely providing the best service to service users. Optimal employee performance will have positive implications for the company's reputation and customer satisfaction. Therefore, this study aims to identify and analyze the HR management strategies implemented at PT Angkasa Pura Indonesia Tanjungpinang branch, as well as their impact on employee performance. By understanding this perspective, it is expected that relevant recommendations can be found to improve HR management strategies in the future. This study not only contributes to the development of HR management practices at PT Angkasa Pura Indonesia Tanjungpinang branch, but also provides valuable insights for the aviation industry as a whole.

REVIEW OF LITERATURE

Human Resource Management

According to Abdullah on (Pahira & Rinaldy, 2023), Human resource management (HRM) is the design of formal systems within an organization to ensure the effective and efficient use of human talent to achieve organizational goals. The focus of HRM is on managing human resources within the dynamics of interactions between organizations and

workers who will have different interests (Dr. Beni Agus Setiono & Dr. Enni Sustiyatik, 2020). HR can be directly linked to employee planning. Employee planning is a process of forecasting, developing, implementing, and controlling that ensures the institution has the right number of employees, the right placement of employees, the right time economically, and more usefully (Muhammad Fakhri HS et al., 2024). In the era of globalization and rapid change, HR management also plays a role in developing an organizational culture that supports innovation and collaboration. By implementing effective strategies in HR management, organizations can increase productivity, reduce turnover rates, and create high employee loyalty.

Performance

Performance is a measure of the effectiveness and efficiency of an individual or organization in achieving its stated goals. In the context of employees, performance is often assessed based on work results, productivity, and contribution to achieving company goals. Performance is a process of how work is managed while it is ongoing to achieve success (Rumawas & Sos, 2021). Performance can be influenced by various factors, including skills, motivation, work environment, and management support. This means that performance is something that must be measured and assessed continuously because it will have an effect on the goals that the company or organization wants to achieve (Fermayani & Fidrizal, 2022). This performance is important because it contributes to the achievement of organizational goals, so companies need to create a supportive environment, including appropriate training, feedback, and rewards (Yuliandari et al., 2023). Therefore, companies need to create a supportive environment, including providing appropriate training, constructive feedback, and appropriate rewards, to motivate employees to achieve optimal performance.

Human Resource Management Strategy

Human resource management strategy is a systematic approach designed to manage the workforce in an organization to achieve business goals effectively and efficiently. HR planning is an important first step, where the organization analyzes current and future workforce needs based on business goals (Homecoming, 2021). This analysis includes the number, qualifications, and skills needed to support the company's growth. After that, the recruitment and selection process is carried out to attract prospective employees who are in

line with the organization's culture and have the required competencies. This stage not only focuses on filling vacant positions, but also ensures that there is a match between the company's values and the values held by the candidate. Training, coaching, and career development programs are designed to ensure that the workforce remains competitive and able to adapt to change (Alsafadi & Altahat, 2021). In addition, a transparent performance appraisal system helps measure employee contributions while providing constructive feedback for improvement.

HR management strategy also pays attention to aspects of employee maintenance and motivation. Fair compensation, additional benefits, and an inclusive and healthy work environment are determining factors in retaining the best talent. Good industrial relations, including open communication between management and employees, also help strengthen a collaborative work climate. With a holistic and adaptive approach, HR management strategy not only drives productivity but also creates a sustainable organization that is ready to face future challenges. According to (Gary Dessler, 2020) A good resource management strategy includes

1. Recruitment and Selection

Recruitment and selection are important process in human resource management that aims to attract and select the right candidates to fill positions in an organization. This selection process aims to choose individuals whose specifications meet the needs of the company's position (Ninawati et al., 2024).

2. Development and Training

Development and training are crucial aspects in human resource management that aim to improve employee skills, knowledge, and abilities. Training and Change are cultures that already exist in the company. The development required is conceptual skill rather than technical skill, while the training required is technical skill rather than conceptual skill (Gustiana et al., 2022).

3. Performance Assessment

Performance appraisal is a systematic process used to evaluate an employee's contribution and effectiveness in achieving organizational goals.(Quinci et al., 2021). This process involves measuring employee performance, productivity, and behavior against established

standards. Performance appraisal methods can include evaluation by superiors, feedback from coworkers, and self-assessment.

4. Compensation and Bonus

Compensation and bonuses are important elements in human resource management that serve to attract, retain, and motivate employees. Compensation in the context of human resource management can be defined as the total of all forms of rewards or payments received by employees as a reward for their contribution to the organization (Fauzie et al., 2024).

RESEARCH METHOD

The research method used is a qualitative descriptive method that will be used to explore the practice of human resource management (HR) strategies at PT ANGKASA PURA INDONESIA, Tanjungpinang branch. According to (Rizal Safarudin et al., 2023) qualitative research is an alternative in enriching understanding, and also aims to understand the phenomena of what is experienced by research subjects such as behavior, perceptions, motivations, actions and others. The data collection techniques used are semi-structured interviews and documentation and data analysis used data analysis using descriptive analysis. With this approach, it is hoped that research can provide an understanding of the HR management strategies implemented as well as the challenges faced and how to handle them.

RESULTS AND DISCUSSION

Implementation of Human Resource Management (HR) Strategy at PT Angkasa Pura Indonesia

Recruitment and Selection

PT Angkasa Pura Indonesia Tanjungpinang branch builds a strong employer branding by highlighting the company's values and positive work culture. In an era of tight competition, having a good image as a workplace is very important to attract the best talent. To achieve this, we utilize various recruitment channels, including job platforms such as JobStreet, universities, and job fair events. This approach allows us to reach a variety of potential employees who have the right background and skills.

During the selection process, PT Angkasa Pura Indonesia Tanjungpinang branch is committed to ensuring that each candidate not only has the necessary skills, but also fits with our values. Interviews and selection tests are designed to explore how well candidates can match those values. This process focuses not only on work experience and technical skills, but also on attitudes and behaviors that reflect the company culture. We believe that employees who are in line with the company's values will be more motivated and contribute optimally.

PT Angkasa Pura Indonesia Tanjungpinang branch also conducts simulations or situation-based tests to assess candidate interactions in conditions similar to the daily work environment. For example, we can create teamwork scenarios or challenges that require collaborative problem solving. This method provides a clearer picture of how candidates adapt and function in the company's work culture. With this approach, PT Angkasa Pura Indonesia Tanjungpinang branch hopes to create a team that is not only skilled but also has the same passion in achieving the company's goals. By building a strong employer branding, we believe we can attract and retain quality employees, which in turn will improve the overall performance of the organization.

Development and Training

Employees at PT Angkasa Pura Indonesia Tanjungpinang branch are divided into two main categories: administrative employees and operational employees. Each unit has a specific training program designed to meet different job needs and demands. This training covers various aspects, including:

1. Technical Skills Training focuses on developing specific skills needed in day-to-day work, both for operational employees.
2. Career Development Training, designed to help administrative and operational employees plan and develop their career paths, providing an understanding of the opportunities available within the company.
3. Innovation and Problem-Solving Training, aimed at administrative and operational employees to think creatively and innovatively in facing challenges, and provides techniques for effective problem solving.

4. New Technology Training, ensuring administrative and operational employees are always up-to-date with the latest technological developments relevant to their work.

To identify employee training needs, companies use a systematic and structured approach. First, companies identify the skills, knowledge, and abilities required for each specific job. This is done by analyzing job descriptions and determining the competencies that employees must possess. Companies assess each employee's training needs based on the results of job evaluations, feedback from superiors, or self-assessments. This approach allows companies to gain a clearer picture of an individual's strengths and weaknesses, as well as areas for improvement. Companies also use personnel data, such as turnover rates, absenteeism, and achievement of Key Performance Indicators (KPIs), to identify issues that can be addressed through training. For example, high turnover rates may indicate the need for a leadership training program for managers, so they can better manage and retain their teams.

After the training is conducted, the company measures participant satisfaction with the training or certification program that was followed. For this purpose, tools such as surveys, questionnaires, or post-training interviews are used. In addition, the increase in knowledge, skills, or attitudes of participants is also measured through pre-test and post-test applications in a mobile learning format. This approach not only measures the effectiveness of the training but also ensures that employees experience significant improvements after following a well-designed program. In this way, PT Angkasa Pura Indonesia, Tanjungpinang branch, strives to continuously improve employee competence and performance to achieve the company's overall goals.

Performance Assessment

PT Angkasa Pura Indonesia Tanjungpinang branch applies the Key Performance Indicators (KPI) method and direct assessment from the leader to measure employee performance. This process allows us to get a clear picture of individual and team achievements. Feedback from this performance assessment is very important in supporting continuous employee development. When feedback is given appropriately and constructively, it not only helps improve short-term performance but also contributes to the development of the employee's long-term potential. Good assessments help employees

understand areas that need improvement, as well as provide clear direction for the development of their skills and competencies.

With this approach, we are committed to creating a positive feedback culture where employees feel supported and motivated to achieve their best performance. In addition, consistent feedback encourages employees to take the initiative in developing themselves, thus creating a dynamic and innovative work environment. The implementation of KPIs and assessments from leaders not only serves as a measuring tool, but also as a means to build a stronger relationship between management and employees. This helps create a more competent and competitive team, which ultimately contributes to the overall success of the organization.

Compensation and Bonuses

The compensation system has a significant influence on the motivation and productivity of PT Angkasa Pura Indonesia employees. In PT Angkasa Pura Indonesia Tanjungpinang branch, the compensation system has been clearly regulated in the Collective Labor Agreement (PKB) which has been approved by management and employees. This PKB covers various aspects, including the types of bonuses and awards given to employees based on their contributions. The types of bonuses offered have been regulated in this agreement, so that employees know clearly what they can expect in return for their performance. This bonus not only functions as a financial incentive, but also as recognition of the efforts and dedication that have been shown by each individual. With transparency regarding the compensation system, employees feel more appreciated and motivated to achieve the targets that have been set.

Companies also give awards for real employee contributions, which encourages them to feel more ownership of the company. These awards can be formal recognition, such as certificates or awards at company events, or non-material awards that create a positive work environment. In this way, employees not only feel recognized, but also involved in the company's vision and mission. A clear and fair compensation system, along with appropriate awards, contributes to increased employee motivation and productivity. This creates a productive work atmosphere and encourages employees to contribute even better, so that the company can achieve its desired goals and success.

Challenges in Implementing HR Management Strategy

The main challenges in implementing an effective Human Resource (HR) management strategy at PT Angkasa Pura Indonesia, Tanjungpinang branch are quite complex. Often, HR strategies are not aligned with the strategic direction of the business, so that the role of HR becomes reactive, not proactive. This can hinder organizational growth and reduce the effectiveness of employee management. To ensure the sustainability of an effective HR strategy, management needs to take a proactive, integrated, and sustainable approach. PT Angkasa Pura Indonesia, Tanjungpinang branch must align HR strategies with the company's vision and mission. In this way, every HR program and policy can support the organization's long-term goals. When employees understand how their roles contribute to the company's vision, they will be more motivated to excel and innovate.

PT Angkasa Pura Indonesia Tanjungpinang branch needs to innovate in HR management. In an era of constant change, companies must be ready to adapt to changes in the business environment and technology. This includes the application of the latest technology in the recruitment process, training, and performance management. By utilizing effective tools and applications, companies can improve efficiency and effectiveness in HR management. Innovation can also include the development of more relevant training programs and support the development of employee skills for the future. PT Angkasa Pura Indonesia Tanjungpinang branch needs to implement an adaptive and collaborative work culture. A positive and inclusive work culture allows employees to feel comfortable sharing ideas and collaborating in achieving common goals. By creating an environment that supports open communication, companies can encourage innovation and increase employee engagement. Employees who feel valued and involved tend to show better performance and high loyalty to the company.

To overcome the challenges in implementing an effective HR management strategy, companies must focus on aligning HR strategies with business goals, innovating in HR management, and creating an adaptive and collaborative work culture. With this approach, companies will not only be able to face existing challenges but also be able to take advantage of opportunities for future growth and success. Building a strong and skilled team is the key to achieving competitive advantage and achieving organizational goals sustainably.

The Impact of Implementing Human Resource Management (HRM) Strategies on Performance

Based on the results of the interviews that have been conducted, it was found that there was an increase in employee performance, both in the administration and operational sections. This increase can be seen from the increasing competence of employees in carrying out standard operating procedures (SOP) and their ability to solve various problems that arise in the field. Employees demonstrate a deeper understanding of their duties and responsibilities, and are able to make more appropriate and efficient decisions in situations that require quick resolution.

One of the main factors driving this performance improvement is the technical training consistently provided by the company. The training is designed to improve employees' technical and soft skills, so that they can work more effectively and productively. In addition, this training also provides a broader understanding of the dynamics of work, the use of the latest technology, and the importance of teamwork. With targeted and sustainable training programs, the company is able to create a work environment that supports employee professional development. This not only impacts individual performance, but also the achievement of the company's overall goals.

CONCLUSION

The human resource management (HRM) strategy at PT Angkasa Pura Indonesia Tanjungpinang branch shows that the HRM strategy implemented has succeeded in significantly improving employee performance, both in administration and operations, which ultimately has an impact on the company's effectiveness. Development and training programs such as technical skills training, managerial leadership training, career development training, innovation and problem-solving training and new technology training implemented by PT Angkasa Pura Indonesia Tanjungpinang branch have proven to contribute significantly to improving employee performance as a whole. Through a proactive and integrated approach, the company is able to overcome challenges faced in the aviation industry, such as demand fluctuations and strict regulations. The implementation of relevant and sustainable training programs has improved employee competency, both in technical and soft skills. In addition,

the implementation of a transparent performance appraisal system and constructive feedback contributes to continuous employee development. By creating a collaborative work culture and rewarding real contributions, PT Angkasa Pura Indonesia Tanjungpinang branch has succeeded in increasing employee motivation and productivity. This overall strategy not only supports the company's long-term goals but also improves its reputation and customer satisfaction. Therefore, this study provides important insights for the development of HRM practices in the aviation sector.

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