

HUMAN RESOURCE MANAGEMENT STRATEGY IN IMPROVING EMPLOYEE PERFORMANCE AT ICTC TUTORING CENTER IN TANJUNGPINANG CITY



Fernando Aleksander¹

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia
alexsndrr01@gmail.com

Ferdi Stefiano²

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia
ferdistefiano23@gmail.com

Ivanny Gracia Hondo³

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia
graciahondo04@gmail.com

Alfian Fazar Ramadhan⁴

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia
alvianfazar35@gmail.com

Satriadi⁵

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia
satriadi@dosen.stie-pembangunan.ac.id

Abstract

This study discusses the human resource management (HR) strategies implemented at ICTC Tutoring in Tanjungpinang City to improve employee performance. This study uses a qualitative approach with data collection techniques through direct observation and interviews with senior officials at ICTC Tutoring. The data analysis used descriptive analysis. The results of this study describe a proactive recruitment process that ensures that quality candidates are selected, while training and mentoring programs support the development of employee skills and motivation. In addition, retention strategies that focus on employee satisfaction and well-being help create a positive work environment. By implementing these strategies, it is hoped that ICTC can improve the quality of educational services and meet the expectations of students and parents, while maintaining its position as a superior educational institution in Tanjungpinang City.

Keywords: Human Resource Strategy, Performance, Employees

INTRODUCTION

Human Resource Management (HR) is an important aspect in an organization, including educational institutions such as tutoring. In the era of globalization and rapid technological development, organizations are required to continue to adapt in order to compete effectively. The success of a company is greatly influenced by the performance of individual employees (Sari, 2020). Performance is the result achieved by individuals or groups in carrying out their duties and responsibilities in an organization. Conceptually, performance can basically be seen from two aspects, namely individual employee performance and organizational performance (Khaeruman, 2021). Organizational performance is an activity or work that is completed successfully, efficiently, and relevant to the goals of all stakeholders (Tambunan & Pandiangan, 2024). According to (Pratama Nugraha et al., 2023) the definition of performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization which are outlined through the strategic planning of an organization. Education is a very dynamic and competitive sector. In Tanjungpinang City, the ICTC (Information and Communication Technology Center) tutoring is present as one of the institutions that focuses on developing student competencies in the field of information and communication technology. In an effort to increase competitiveness, ICTC needs to implement an effective HR management strategy to improve employee performance. With qualified and motivated employees, this tutoring can provide better educational services and meet the expectations of students and parents.

Human resource management includes various activities, from planning, procurement, training, to employee development, including the recruitment process, training, performance appraisal, and career development (Riandani et al., 2024). With good human resource management, organizations can ensure that each employee has the competencies that match the needs of the organization. Therefore, managers must ensure that the company or organization has the right workforce in the right place, and at the right time, who have the ability to complete tasks that will help the company achieve its overall facilities effectively and efficiently (Ritonga et al., 2023). This is important, especially in tutoring, where the quality of teaching is highly dependent on the ability and motivation of the teacher. The right

human resource management strategy can help increase employee job satisfaction, which in turn has a positive impact on their performance (Sangadji, 2023). Employees who feel appreciated and have the opportunity to develop tend to be more motivated and committed to the organization. In addition, good human resource management can also create a positive work environment, which is very important to support creativity and innovation (Novia Ruth Silaen et al., 2022).

In the context of tutoring, this means that teachers will be better able to deliver materials in an interesting and effective way. ICTC tutoring in Tanjungpinang City faces challenges related to time management of learning sessions that are not yet optimal in teaching all students, and also teaching staff have not been able to overcome problems in learning sessions. Therefore, this study will focus on the HR management strategy implemented by ICTC in improving employee performance. This study aims to determine how the human resource management strategy implemented by ICTC Tanjungpinang tutoring overcomes the problems and challenges experienced.

REVIEW OF LITERATURE

Human Resource Strategy

Business strategy is a set of interrelated decisions that result in some competitive advantage for an organization over its competitors (Aprinawati et al., 2023). Human resource (HR) strategy is a plan designed to manage and develop employees in an organization. Human resource management strategy is a way for a company leader to improve the capabilities of the employee workforce, which is expected to have a positive impact on the company (Yuliandari et al., 2023). According to (Asriyanti et al., 2024) the integration of HR strategy with corporate strategy covers various aspects, such as recruitment, development, and retention of quality employees. The main objective of this strategy is to ensure that the right employees are in the right place, with the right skills, in order to achieve the organization's vision and mission effectively. Achieving goals in a company is largely determined by the role of human resource management, but managing the human element in the company is very difficult (Hauff et al., 2025). The sincerity and willingness of employees to work effectively and efficiently are very important, in addition to the skills and abilities

they have. Ability and skills are less meaningful in achieving goals if they are not accompanied by work morale and employee discipline.

RESEARCH METHOD

This research method uses qualitative methods as a research approach. Data collection techniques in qualitative research include several methods, including observation and interviews. Observation allows researchers to directly observe the behavior and interactions of subjects in their natural context, thus providing in-depth insight into the phenomena being studied. Meanwhile, interviews, both structured and semi-structured and data analysis using descriptive analysis, allow researchers to dig up information from participants in a more in-depth way, providing an opportunity to understand their views, experiences, and feelings related to the topic being studied (Dr. Abdul Fattah Nasution, 2023).

In this study, the sampling technique used is purposive sampling. The sample of this study were ICTC Tutoring Employees in Tanjungpinang City with a sample of 5 employees as informants from the Leader, High School Tutoring Teachers, Junior High School Tutoring Teachers, Elementary School Tutoring Teachers and Kindergarten Tutoring Teachers. The reason for choosing these informants was based on the length of time working and the experience of each informant.

RESULTS AND DISCUSSION

Recruitment

The recruitment process at ICTC Tutoring in Tanjungpinang City is a very important initial step in building a quality team. Effective recruitment focuses not only on the number of applicants, but also on the quality of candidates who are in line with the institution's vision and mission. ICTC adopts a proactive approach in the recruitment process, utilizing various channels to attract prospective employees. One way to do this is by utilizing social media, job vacancy sites, and existing alumni networks. This approach helps ICTC to reach a more diverse pool of candidates, so that it can find candidates with various backgrounds and expertise. In the initial stage, ICTC seeks to attract the attention of prospective employees by

conveying clear information about the values and culture of the organization. This is important so that prospective applicants have a good understanding of what is expected of them. Furthermore, the selection process is carried out very carefully. Selected prospective employees will undergo a series of in-depth interviews, where they will be asked about their experience, expertise, and views on education. These interviews aim to dig deeper into the candidate's motivation and suitability for the institution.

In addition to interviews, candidates will also undergo a skills test relevant to the position they are applying for. This skills test is designed to assess the technical skills of candidates, as well as how they can apply that knowledge in real situations. The human resource management (HR) team focuses not only on technical skills, but also on soft skills, such as communication skills and teamwork. These skills are very important because in a dynamic work environment, the ability to collaborate and adapt will greatly determine the success of individuals and teams. After going through a series of these processes, ICTC hopes to find employees who not only have adequate knowledge, but also the ability to contribute positively. New employees are expected to be able to adapt quickly and make a meaningful contribution to achieving the institution's goals. With this integrated and comprehensive approach, ICTC is committed to building a solid and competent team, which will support the development of education in Tanjungpinang City. This recruitment process is expected to create a productive and innovative work environment, in line with ICTC's vision and mission.

Development

Employee development is a major focus at Bimbel ICTC. Effective HR development is essential to ensure that employees have the skills needed to adapt to developments in the education and technology industry. ICTC provides a variety of structured training programs, which include technical and non-technical training. Technical training, for example, focuses on mastering the latest IT tools and modern teaching methods, while non-technical training includes the development of soft skills, such as communication, leadership, and time management.

A mentoring program is also implemented at ICTC, where senior employees mentor their junior colleagues. This not only enhances the skills of new employees but also builds a sense of community and collaboration among the team. In addition, ICTC encourages

employees to participate in external seminars and workshops to expand their knowledge and professional network. With a comprehensive development approach, ICTC hopes to create a work environment that supports individual growth. Employees who feel supported in their career development tend to be more motivated and committed to giving their best to students. This, in turn, has a positive impact on the quality of educational services provided by the institution.

Employee Retention

Employee retention is a critical challenge for Bimbel ICTC in the competitive education industry. To retain quality employees to continue contributing, ICTC implements various strategies that focus on employee satisfaction and well-being. One of the main approaches is creating a positive and inclusive work environment. ICTC strives to build an organizational culture that values the contribution of each individual, so that employees feel valued and motivated to excel. The organization regularly conducts employee satisfaction surveys to find out their feelings and needs. The results of these surveys are used as a basis for making improvements in management policies and practices.

In addition, ICTC also provides an award and recognition program for employees who excel, as a form of appreciation for their contributions. This award not only increases employee motivation, but also strengthens their loyalty to the organization. With an effective retention strategy, ICTC hopes to create stability in the teaching team. Employees who feel appreciated and have the opportunity to develop tend to be more loyal and productive. This not only reduces the turnover rate, but also improves the quality of educational services provided to students, so that ICTC can maintain its position as a superior educational institution in Tanjungpinang City.

CONCLUSION

The human resource management (HR) strategy implemented at ICTC Tutoring in Tanjungpinang City has an important role in improving employee performance. This can be seen from the proactive recruitment process that ensures that quality candidates are selected, so that the team formed has competencies that are following the institution's vision and mission. In addition, structured training and mentoring programs contribute to the

development of employee skills and motivation, which in turn improves the quality of teaching. Retention strategies that focus on employee satisfaction and well-being have also proven effective in creating a positive work environment. Then, by building an organizational culture that values individual contributions, ICTC is able to increase employee loyalty and commitment. Overall, the implementation of these strategies is expected to improve the quality of educational services provided by ICTC, meet the expectations of students and parents, and maintain its position as a superior educational institution in Tanjungpinang City. With qualified and motivated employees, ICTC can continue to adapt to changes and challenges in the competitive education industry.

REFERENCES

- Aprinawati, Sandriana Aisy Putri, Farhan Abdullah, Ryan Alfandi, & Putri Elma. (2023). Strategi Manajemen Sumber Daya Manusia dalam Meningkatkan Keunggulan Bersaing Perusahaan. *Lokawati : Jurnal Penelitian Manajemen Dan Inovasi Riset*, 2(1), 238–247. <https://doi.org/10.61132/lokawati.v2i1.515>
- Asriyanti, S., Febrianti, A. A., Wulansari, F. N., Mubarak, S., & Anshori, M. I. (2024). Peran Strategi Manajemen Sumber Daya Manusia Dalam Meningkatkan Produktifitas Kerja Karyawan. *PPIMAN: Pusat Publikasi Ilmu Manajemen*, 2. <https://doi.org/10.59603/ppiman.v2i3.388>
- Cooke, F. L., Schuler, R., & Varma, A. (2020). Human resource management research and practice in Asia: Past, present, and future. *Human Resource Management Review*, 30(4). <https://doi.org/10.1016/j.hrmr.2020.100778>
- Dr. Abdul Fattah Nasution, M. P. (2023). *Metode Penelitian Kualitatif* (M. Dr. Hj. Meyniar Albina, Ed.). CV. Harfa Creative.
- Dwi Vita Lestari Soehardi, Muhammad Asir, I Putu Agus Adnyana, Mukhtadi, & Marno Wance. (2021). *MSDM: Mencapai Kinerja Optimal* (Harini Fajar Ningrum, Ed.). penerbit media sains indonesia (cv. media sains indonesia). <https://www.researchgate.net/publication/376227751>
- Harney, B., Gilman, M., Mayson, S., & Raby, S. (2022). Advancing understanding of HRM in small and medium-sized enterprises (SMEs): critical questions and future prospects. *In The International Journal of Human Resource Management* (Vol. 33, Issue 16).
- Hauff, S., Richter, N. F., & Ringle, C. M. (2025). Human resource management systems research—how to gain impactful insights through formative measurement and hierarchical component models. *International Journal of Human Resource Management*. <https://doi.org/10.1080/09585192.2025.2464668>
- Khaeruman, st. , mm. , chra. , dkk. (2021). *Meningkatkan Kinerja Sumber Daya Manusia: Konsep & Studi Kasus* (Tim Kreasi CV. AA. Rizky, Ed.). CV. AA. RIZKY.
- Muliadi, D., & Leman, W. (2023). *peningkatan dan pengembangan manajemen sumber daya manusia dan motivasi terhadap kinerja karyawan (studi kasus pada kantor desa cilebut*

- kabupaten bogor, jawa barat). *jimea | jurnal ilmiah mea (Manajemen, Ekonomi, Dan Akuntansi)*, 7(1), 38–46.
- Niam, M. F., Rumahlewang, E., Umiyati, H., Putu, N., Dewi, S., Atiningsih, S., Haryati, T., Magfiroh, I. S., Raden, I., Anggraini, R. P., Mamengko, S., Fathin, M., Septian, R., Mola, A. A., & Syaifudin, F. W. (2024). metode penelitian kualitatif. www.freepik.com
- Novia Ruth Silaen, Acep Nurlaeli, Muhammad Asir, I Putu Sugih Arta, & Linda Agustina Siregar. (2022). manajemen sdm : Perspektif, Pengembangan dan Perencanaan (N. Rismawati, Ed.). penerbit: widina bhakti persada bandung. <https://www.researchgate.net/publication/366668938>
- Nuraidah. (2021). Pengaruh Job Description Terhadap Kinerja Pegawai Pada Kantor Kecamatan Bajeng Kabupaten Gowa. *Jurnal Manajemen Sumber Daya Manusia*.
- Pratama Nugraha, G., Trihantana, R., Mursyidah, A., Ekonomi, F., Bisnis, D., Institut, I., Islam, A., & Bogor, S. (2023). analisis gaya kepemimpinan demokratis dalam meningkatkan kinerja karyawan di koperasi simpan pinjam dan pembiayaan syariah (kspps) karya usaha mandiri (kum) bogor cabang jatibarang. *Sahid Banking Journal*, 2. www.kumsyariah.com
- Prof. Adjunct. Dr. Marniati, SE. , M. K. (2020). manajemen sumber daya manusia.
- Riandani, A., Pratama, E., & Andriani, D. (2024). analisis manajemen sumber daya manusia strategik pada badan kepegawaian dan pengembangan sumber daya manusia kota solok. 8(1).
- Ritonga, A. M., Perbankan, P., Fakuktas, S., Dan, E., Islam, B., Sabili, A., Prodi, Y., Syariah, P., Ekonomi, F., Pradana, A., Prodi, K., Kurniawan, N., Prodi, L., & Prodi, S. (2023). strategi inovasi dalam pengembangan sdm: membuka potensi kreatif dan kolaboratif (Kementerian Keuangan Republik Indonesia). *Bisnis, Manajemen Dan Akuntansi*, 1(5), 561–566.
- Sangadji, H. (2023). The Influence of Emotional Intelligence, Teamwork, And Organizational Citizenship Behavior on Performance Agricultural Extension Workers in Banten Province. *IJHCM (International Journal of Human Capital Management)*, 7(1), 141–157. <https://doi.org/10.21009/ijhcm.07.01.11>
- Sari, N. (2020). kinerja pelayanan stasiun rejosari (studi kasus di stasiun rejosari kecamatan natar). 02(02), 78–91. <http://jim.teknokrat.ac.id/index.php/tekniksipilJurnalTeknikSipil>
- Simanjuntak, K. H., Suhud, U., & Susita, D. (2023). Relationships between Work Environment and Employee Engagement mediate by Job Satisfaction. *IJHCM (International Journal of Human Capital Management)*, 7(1), 158–171. <https://doi.org/10.21009/ijhcm.07.01.12>
- Sudarmo. (2020). Excellent Human Resource Management in Business Practices: Achieving Sustainable. *International Journal of Humanities, Literature & Arts*, 3, 93. <https://doi.org/10.31295/ijhla.v3n1.280>
- Tambunan, H. N., & Pandiangan, S. M. T. (2024). Pengaruh Kegunaan Manajemen Sumber Daya Manusia (MSDM) dalam Meningkatkan Kinerja Organisasi. *Jurnal Mahasiswa Humanis*, 4(2), 650.
- Yuliandari, N. K., Riesty Utami, K., Dewa, I., & Usadha, N. (2023). strategi manajemen sumber daya manusia dalam meningkatkan kinerja karyawan pada pt. rajawali jaya

ekspres (id express) banyuwangi (Vol. 06, Issue 02).
<http://ejournal.universitasmahendradatta.ac.id/index.php/satyagraha>