
PROPOSED SOLUTION TO OPTIMIZE PEOPLE RESOURCING STRATEGY AT PT CHINA COMSERVICE INDONESIA WEST JAVA REGION)

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.Article Info

Article History :

Received 16 July - 2022

Accepted 25 July - 2022

Available Online

31 July - 2022

Abstract

China Communications Services Corporation Limited (CCS) is a leading service provider providing integrated support services in the information sector, including telecommunications, media, and technology. PT China Comservice Indonesia Regional West Java primarily has contract employees because the company runs its business activities based on projects at consumers' request. This research aims to provide solutions to companies regarding existing problems. The research method used in this research is a qualitative method with an ethnographic approach by understanding and describing an event that occurs in an organization. Based on the issue obtained by researchers at the company, companies often experience a shortage of human resources when there are new projects, causing a lack of effectiveness and efficiency in implementing subsequent projects. The researcher analyzes the company's data and the situation regarding human resource strategy related to human resource planning, recruitment and selection, talent management, and retention planning to find the root cause of the issue. From these issues, the researcher recommends the company create a program for talent management and retain planning for employees in the company, aiming to get employees who are competent and loyal to the company. These programs can help companies improve the company and their employees' performance.

Keyword :

People Resource Strategy,

Human Resource Planning,

Recruitment and Selection,

Talent Management,

Retention Planning.

1. INTRODUCTION

Human resources have a significant contribution to the company's productivity output and directly affect the employees who are part of it. Human resource planning faces a systematic and continuous process in analysing the company's needs for human resources following the company's long-term effectiveness, which is an essential part of human resource planning and budgeting for company processes (Deniantara, 2014).

According to Gamage (2014), the general purpose of recruitment is to provide organizations with a pool of potentially

qualified job candidates. Therefore, the employee recruitment process requires planning in terms of employee needs appropriately according to the existing workload and supported by the proper recruitment process and following the needs and capabilities of the organization.

Every organization or company aims to achieve a recruitment process with a high level of efficiency by being able to hire someone who is qualified and competent in accordance with the required position. Ekwoaba, Ikeije, and Ufoma (2016) explain that the relationship between recruitment and performance is very

important for the success and performance of a company's business.

China Communications Services Corporation Limited (CCS) is a leading service provider company that provides integrated support services in the information sector, including telecommunications, media and technology. In facing high business competition and approaching market opportunities in Indonesia, PT. China Comservices Indonesia abbreviated as CSSindo, is a company dedicated to developing the telecommunications and informatics services market in Indonesia by providing customers with high-quality telecommunications equipment, services and applications.

In terms of serving and meeting customer needs, the company does not do everything alone but with human resources, which is a measure of the success of an organization in achieving its goals by focusing on productivity, quality, and service, which are the core values of a business. Human resources are also seen as valuable capital in an organization (Human Capital Management), considered important in moving an organization.

PT China Comservice Indonesia, which is a third-party company that establishes business-to-business-based cooperation in telecommunication network projects with several large companies that provide leading service providers in Indonesia, the company certainly realizes the importance of human resources in providing quality services to customers and also With the recruitment planning process carried out in accordance with company procedures, human resources will be obtained as one of the core competencies in accordance with the capabilities and business needs of the company.

China Comservice Indonesia must fulfill its responsibility to install BTS (Base Transceiver Station) on the tower site at the request of consumers. Companies need to meet consumer needs by installing and replacing old equipment with the latest ones, repairing tower site networks, and building new tower locations so that the network coverage is comprehensive.

In its business activities, the company divides its workforce or employees to carry out project-based installation work. Usually, the company gives a deadline in the installation process, so the company must maximize the position as much as possible. This happens

quite often in companies when there is a project that wants to take place. The project undertaken by the company depends on consumer demand. The company often experiences a shortage of human resources because the network installation service activities on the company's tower site project are carried out by an engineer where the engineer is not a permanent employee or a company contract employee.

When the company experiences a shortage of human resources, it will impact installing the tower site network. It can be in the form of a work process that will be less productive, or the process results will not be optimal. Work productivity results from the work requirements that employees must meet to obtain maximum results, wherein its implementation lies in the human factor as the executor of work activities. It can be said that human resources play an essential role in achieving results following company goals.

2. LITERATURE REVIEW

The success of an organization is directly related to the performance of the people who work in the organization. Each organization has its requirements in obtaining employees. Organizations must select people with the qualities that are essential for continued success. One way to get qualified people to achieve organizational success is through proper recruitment and selection practices.

Recruitment is the process of producing a pool of competent individuals to apply for jobs in an organization (Ofori & Aryeetey, 2011). Meanwhile, according to Gamage (2014), the general definition of recruitment is to provide an organization with a pool of potentially qualified job candidates

Employee performance shows how well the staff does their job and the success of each organization. Santos et al. (2020) revealed that the critical factors in employee performance are integrity, reliability, and honesty in carrying out their job responsibilities. Ekwoaba et al. (2015) emphasize that the weakness or strength of the organization comes from the practice of recruitment and selection; for example, strategic policies facilitate to get more qualified employees, which will lead to organizational performance.

Armstrong (2010), Human resource management aims to increase the effectiveness and capability of the organization - the capacity of the organization to achieve its goals by making the best use of available resources.

Armstrong (2010: 187), Human resources is about the acquisition, retention, development, and effective use of the people needed by the organization. Based on the resource strategy related to a business strategy which is the basis for human planning activities, the following are some activities related to people resourcing: (1) Human Resource Planning, (2) Recruitment and Selection, (3) Talent Management (4) Retention Planning.

Human Resource Planning, Bulla and Scott (1994), human resource planning is 'the process of ensuring that the human resource requirements of an organization are identified and plans are made to meet those requirements. Reilly (2003) defines workforce planning as 'A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and source of supply required to meet the demand.

Human resource planning also looks at broader issues regarding how people are hired and developed to increase organizational effectiveness. Therefore, it can play an essential role in strategic human resource management. The strategic planning process should define the projected changes in the organization's scale and type of activities.

Recruitment, Ivancevich (2013: 188) defines recruitment as an organizational activity that affects the number and types of applicants seeking work and when applicants accept the offered job. According to Flipppo in Priyono (2010: 55), withdrawal (recruitment) is finding and attracting prospective employees who can work in the organization. Another opinion about the definition of recruitment, according to Fajar and Heru (2010: 66), opinion about the meaning of recruitment is the process of finding and withdrawing a group of prospective employees who can fill job vacancies.

Recruitment sources come from two possibilities, namely internal sources and external sources. The explanation described by Schuler & Susan in Suwatno & Priansa (2011:72-74), internal sources in recruitment include: Current employees who can be nominated for promotion, rotated their duties, and former employees who can be hired and recalled. External sources are sources to get employees from outside the company who have certain weights or qualifications. According to Ivancevich (2013: 190), the recruitment method takes two forms, namely internal and external.

Internal Source: Job Posting, Internal Moonlighting and Employee Referrals, External Method: Media advertising, e-recruiting, social media, employment agencies, executive search firms, special events recruiting, and summer internships.

Selection, According to Ivancevich (2013: 218), selection is when an organization selects from a list of applicants or applicants who best meet the criteria for an existing position. Ivancevich (2013: 219) says that in analyzing jobs, it must be accurately reflected in job specifications so that the selection system determines which applicants have the Knowledge, Skills, Abilities, and Other characteristics (KSAO) determined by the job. The following are some of the criteria that organizations usually use to make selection decisions which in several broad categories: education, experience, physical characteristics, and other personal characteristics (Ivancevich 2013:220).

Talent Management, According to Sule & Wahyuningtyas (2016: 5), talent management is a series of integrated activities in managing high-performing employees at all levels of the organization, with the main components being attracting talent through performance management, learning, and talent review, as well as retaining talent through career planning, succession planning, and bind talent.

Talent management can also be interpreted as strategic management to manage the flow of talent within a company to ensure the availability of a supply of talent to align the right employees with the right jobs at the right time based on the company's strategic objectives and the company's or company's business activities priorities (Pella & Inayati, 2011:81).

Retention Planning, according to Armstrong (2010: 198), retention strategies should be based on understanding the factors that influence whether employees leave or stay. Hasibuan (2000: 176), retention is an effort to maintain and or improve the physical, mental, and attitude of employees so that they remain loyal and work productively to support the achievement of company goals. Several factors that affect retention, according to Mathis and Jackson (2009: 128), are: (1) Organizational components: Organizational Culture and Values, Strategy, Opportunity, and Organizational Management, Continuity and Job Security. (2) Organizational Career

Opportunities: career development and career planning. (3) Rewards: Competitive salary, Competitive benefits, special allowances, and bonuses. (4) Task and job design: Work flexibility, Work condition, and Work-life balance. (5). Work Relationship: Fair/non-discriminatory treatment, Relations with colleagues, Supervisor/management support.

Organizational Performance, Performance is the result obtained by an organization, whether the organization is profit-oriented and non-profit oriented, which is produced over a while, according to Fahmi (2016: 176). Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016: 182).

According to Tangkilisan (2005:175), organizational performance is a description of the level of achievement of the implementation of tasks in an organization to realize the organization's goals, objectives, mission, and vision. So organizational performance is the organization's ability to carry out every task given to the organization to achieve the goals, objectives, mission, and vision of the organization that has been determined so that performance can be a measure of the success of an organization.

3. RESEARCH METHOD

This study uses a qualitative method because this method emphasizes efforts to explore the meaning of certain phenomena in natural conditions and settings. According to Denzin and Lincoln, qualitative definition, this research departs from realistic data, utilizes existing theories as explanatory material, and ends with an approach or interpreting phenomena that occur and is carried out by involving various existing methods Creswell (in Satori and Komariah, 2012: 24). According to Creswell (2012: 4), qualitative research is a method to explore and understand the meaning that several individuals or groups ascribe to social or humanitarian problems.

After determining the research method used, namely the qualitative research method, the researcher determines the approach used through ethnographic research. Ethnographic research is a detailed study that describes an activity or event that usually occurs in a particular community or organization. But what most distinguishes ethnography from other methodologies is the more active role given to

the cognitive style of observing, observing, viewing, and researching.

According to Creswell (2012: 462), the ethnographic method is a qualitative research procedure to describe, analyze, and interpret elements of a cultural group such as patterns of behavior, beliefs, and language that develop over time. According to Creswell (2012: 473), in understanding the cultural practices of a group, ethnographers usually spend a long time, both for interviews, observations and in collecting documents to support research.

This research will also use fishbone analysis or what is often called a Cause Effect Diagram, which is a method used to help solve existing problems by analyzing the causes and effects of a situation in a diagram that looks like a fishbone or known as the Ishikawa Diagram

4. RESULT AND DISCUSSION

Based on the issue regarding the company's frequent shortage of human resources to carry out a new project. Lack of human resources is one of the factors in the inappropriate recruitment process and the management of the company's people resourcing itself. Installation companies like this often use contract employees and the company will often experience employee turnover. So that companies must be able to manage people resourcing companies related to human resource planning, which are their activities such as human resource planning, recruitment and selection, talent management, and retention plans.

After the statements and data obtained from the company, the researcher identified the root cause of the company's inefficiency in managing its workforce. Researchers need to find the root cause to achieve good human resource management. The following is a root cause analysis through several effective business strategies that form the basis for the human planning activities required by the organization.

The first is human resource planning at the PT China Comservice Indonesia Region West Java company. Based on the analysis data, companies often experience a shortage of workers because the workforce owned by the company are contract employees. Planning is generally done to improve overall efficiency. In this case, the root of the problem in managing human resource planning is the minor cost and time that the company has so that it cannot decide on the demand and supply of labour so

that this is done when a new project has released the request of consumers. The manager or human resource department of the company does not understand further and lacks accuracy regarding the importance of human resource planning because it is the key to the company's success in working on projects. The company should have understood that human resource planning involves forecasting the demand and supply of human resources to project labour needs over a certain period to be more efficient.

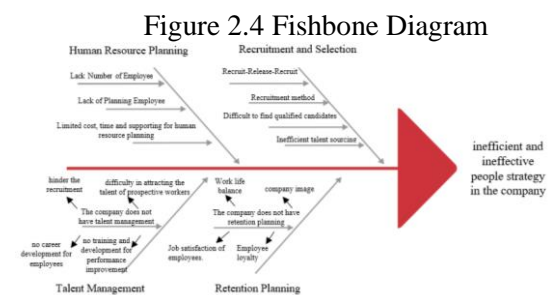
The second is recruitment and selection; the company will carry out the recruitment process when a project is released. Based on data analysis, the company's recruitment process is very inefficient. It can be concluded that the root cause of recruitment and selection in companies is a long and ineffective recruitment process. The long recruitment process will prevent the company from carrying out a project. Another root cause of the problem is the difficulty of getting workers who have qualifications that match the company's needs, and telecommunication companies have a terrible image in work-life balance, making it less attractive for prospective workers to apply in the company. Therefore, company employees use social media to carry out the recruitment process so that it is faster to get new employees. The employees they get are also the same, so there is no development within the company.

The third is talent management as supporting good HR practices, but PT. China Comservice Indonesia West Java Region does not have this program. A lack of oversight and good planning in the company will result in several difficulties that affect the talent management process. The absence of talent management owned by the company will make it difficult for the company to attract the talent of prospective workers. Also, this will hamper the recruitment process carried out by the company. The need to improve employee talent management with employees with training and development is continuous feedback about employee performance. Employees and their careers develop more to advance performance in the company. This is the root cause of the issue; the company does not have a program on employee career development, resulting in a lack of interest in employees to remain in the company.

Furthermore, as well as in the fourth is retention planning, the company does not have

this program. This impacts a lousy company image, resulting in company employees and prospective new employees who lose interest in surviving and entering the company for prospective new employees. Employees do not have what they have to gain to advance the employees' performance, and the company does not facilitate the career development of employees. The root cause of the issue in the company's retention planning is that the company does not support career development for employees, a good work environment, no awards, the company's work-life balance is not appropriate, and the compensation obtained is not by the work performed employees. One thing that supports employees to stay in the company is that the company has a good retention plan to provide job satisfaction to employees.

From the explanation above, the researcher will make a cause-effect diagram or fishbone diagram to find out the root cause of the business issue of PT China Comservice Indonesia Region West Java.



Source: Author

The figure shows that the problems that occur are related to human resource planning, recruitment and selection, talent management, and retention planning in companies that are not appropriately managed. It causes inefficient and ineffective people strategies in the company.

Business Solution Alternatives

Based on the literature review, it is known that the factors that support an effective people resourcing strategy are by paying attention to human resource planning, recruitment and selection, talent management and retention planning in the company. The data analysis shows that the company does not have a talent management and retention planning program for employees, resulting in a lack of effective and inefficient management of human resources in the company. A company will run

if it is supported by good management. With this, companies must manage human resources properly to advance employee performance and organizational performance.

Talent Management, According to Pella and Inayati (2011), talent management is a business strategy in which the organization needs talented people to develop and maintain a talent pool consisting of a skilled, engaged, and committed workforce. This resource strategy is concerned with assessing the needs of talented people and then recruiting and retaining the workforce.

Effective talent management will produce talented employees, good talent management in the company will optimize employee performance in realizing the company's vision and mission. Employees who have talent are considered capable of solving problems in the company and implementing the strategy that the company has formed. Therefore, with good talent management processing in the company, the quality of performance in the company can continue to increase both in employee performance and in the company itself.

According to Sule and Wahyuningtyas (2016: 31), the talent management process can start by attracting talent, developing talent, and retaining talent owned by the company. The first process is attracting talent, which is obtaining the best people and placing employees according to their abilities; this is related to the planning, recruitment, selection and orientation processes. The second process is developing talent, where the company needs to analyze the potential possessed by employees to develop competencies in meeting the needs of the company in the future. The talent development process starts by conducting a performance assessment, talent mapping, analysis of development and learning needs for employees, implementing development and learning, companies, and conducting talent reviews. The third process is talent retention; this is to build employee commitment, fulfil employee satisfaction, and encourage employee pride in the organization. In this process related to career planning, succession planning, and retaining talent, the company can pay attention to employee needs through individual approaches and evaluations of employee satisfaction with the company as a whole.

Companies need to implement effective talent management to be competent and competitive in improving employee

performance. Companies facing the challenge of implementing talent management must attract talent, develop talent, and retain talent to meet the company's current and future needs. With this, the company needs an existing strategy in managing its resources to produce an optimal performance for each employee. In addition to the talents in each individual, knowledge becomes its value in creating quality human resources. The knowledge possessed by individuals can encourage and develop innovative abilities and attitudes to manage information in a structured and developed manner.

Retention Planning, According to Jackson et al. (2010: 242), Employee retention is an activity in human resource planning to encourage employees owned by the company to become more qualified and productive to continue working in the company. In this company, with work carried out on a project basis and employees with contract status based on projects, the company often experiences employee turnover. The company's turnover is not a problem in its activities, but when it requires labor, it will be challenging to get it; therefore, retention planning is needed for employees in the company.

Employee retention at the company has not been carried out well in general, which other companies own. Employee retention is not only to retain employees in the company, but they need to be able to appreciate a decision made by employees. According to Mathis and Jackson (2009: 128), employee retention is influenced by five factors, namely organizational components, organizational career opportunities, rewards, task and job design, and employee relations. This is related to providing trust in terms of work, job security, appreciation for employees who have made exemplary contributions, a balance between work and life, and good working relationships between superiors and subordinates or subordinates and subordinates. In this case, a company must develop programs that can keep employees loyal and are often referred to as employee retention.

5. CONCLUSION

PT China Comservice Indonesia Region West Java is a telecommunications company in network installation. Most of the workers in the company are contract employees; with this, the company often has problems in the strategy of people in the company. It is necessary to

organize a people strategy properly to maximize company performance in a company. The people strategy requires various activities required by the company, such as human resource planning, recruitment and selection, talent management, and retention planning. The purpose of implementing a human resource strategy is to ensure that the company can achieve a competitive advantage by attracting and retaining more talented employees than competitors and employing them more effectively. With several activities in carrying out the people strategy, the researcher identifies through root cause analysis to find out the problems that exist in the company related to human resource strategy. Based on the research results, it is known that companies have difficulty finding frequent labour shortages, ineffective recruitment processes, problems in finding competent workers, and the absence of a work environment that supports the company's retention planning process.

Companies need to develop talent management and retention planning programs to maximize an effective and efficient people strategy for the company. Related to this, the company can also carry out a more effective recruitment and selection process to find competent workers according to the company's needs. Companies also need to carry out a project mapping process to identify how the retention planning process can run well. With some of these things, it will provide benefits for both the company and the employees in the company.

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