

## EVALUATION OF THE IMPLEMENTATION OF STRATEGIC HUMAN RESOURCE MANAGEMENT AT PT NUSANTARA SUKSES TEKNOLOGI

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### ABSTRACT

The objective of this research project is to examine how strategic HRM implementation affects a startup's ability to remain in business. The subject of this study is DKI Jakarta-based PT Nusantara Sukses Teknologi. Observations, interviews, and official corporate papers are the sources of data used in this qualitative study. The data will be further analysed using the NVivo12 software programme. PT Nusantara Sukses Teknologi has implemented SHRM so that the HR organisation is optimal in managing employees, employee rights and obligations are clear, work peace is created, and evidence is obtained that the company has consistently evaluated the results. The results of the analysis with the Nvivo tool in the form of a word cloud are in line with the triangulation based on Miles and Huberman's theory. To guarantee the integrity and consistency of the SHRM cycle and its maximum benefit to both the organisation and its employees, a particular evaluation of SHRM is necessary. The article discusses the ramifications of this research.

**Keywords:** Strategic Human Resource Management, Implementation, Evaluation, Optimal, Consistency, Work Peace

### INTRODUCTION

People use the term "digital transformation" to refer to the process of digitising every aspect of their lives. "A process where humans are re-shaping the way society 'works' through ways of interpreting and understanding society, including the usage of digital technologies in everyday life," is how Lars (2018) defines digital transformation. Digital transformation, put simply, is the process through which people change societal norms, including how they use digital technology on a daily basis.

The process of transforming societal patterns, particularly information and communication patterns, to establish a new socio-economy is the influence of digital transformation. The process of switching from outdated, analogue technology to contemporary, digital technology across a variety of domains, such as businesses, sectors, governments, and society at large, is known as digital transformation. With the help of digital transformation, tasks may be completed more quickly, easily, and efficiently to fulfil demands and solve a variety of issues. This has several

advantages, including higher productivity, lower costs, better quality of life, and an enhanced user experience.

Nitaazhar (2023) defines Indonesia's "digital transformation" as the process of developing and applying information and communication technology to support community activities in a variety of sectors, including business, government, and other needs. With the utilisation of technologies like internet networks, big data, machine learning, and artificial intelligence, digital transformation is starting to take centre stage in the commercial and industrial revolution. The three phases of digital transformation are as follows: 1) Digitization: This refers to the first step; 2) Digitalization: This is the second stage. Strong information technology support is necessary for digitalization, which is a key component of Indonesia's digital transformation. For instance, the availability of e-commerce services with convenient and safe online payment options has altered how people deal when buying and selling goods. Digital Conversion: The final phase, known as "digital transformation," places a focus on people who do digitization and digitalization.

Conventional and digital businesses must work together on this digital transformation process. Businesses need to change if they want to offer digital services that benefit the community. Customers' increasing desire for speed and convenience in services has also fueled the growth of a wide range of applications for a variety of living activities, including telemedicine-assisted healthcare, food ordering, transportation, and recreation. To circumvent the legality of documents in the digital age, technologies including electronic documents, electronic seals, and electronic signatures have also been developed.

The presence of startups as the primary actors determines one of the rates of digital transformation. The term "startup" refers to the newest technological startups that can provide substitute answers for resolving societal issues by means of digital transformation (Sudarwanto, 2022). Startups strive not only to create digital products and solve problems, but also to grow their customer base rapidly and contribute to the development of a larger market. The corporate world has undergone a rapid and fundamental transition that has made it extremely competitive. All industries seek to leverage data to provide customers with genuinely personalised offerings, which will accelerate revenue development.

Businesses are becoming data-driven by facilitating data collaboration, equalising access to data, and monetizing data (Sanjay, 2023). Today's startup businesses grow quickly due to this phenomenon. Their products become solutions that benefit the community, business focus, and applications that are integrated into solutions that make people's daily mobility easier because they are precisely tailored to meet needs or meet demand. Startup companies directly address the issues raised by users, leading users to believe that doing business with them is more efficient and effective than conducting business in general when it comes to daily mobility (Syahagy, 2023).

### **Tabel 1 Data Unicorn Indonesia (CB insight, 2023)**

Perusahaan	Estimasi Valuasi	Tahun Menjadi Unicorn
Go To Group	US\$ 30 miliar	2017
Traveloka	US\$ 2.75 miliar	2017
Bukalapak	US\$ 7.5 miliar	2018
Ovo	US\$ 2.9 miliar	2019
Blibli	US\$ 1 miliar	2021
Xendit	US\$ 1 miliar	2021
Tiket.com	US\$ 2 miliar	2021
J&T Express	US\$ 7.8 miliar	2021
Ajaib	US\$ 1 miliar	2021
Kopi Kenangan	US\$ 1 miliar	2021
Kredivo	US\$ 2.5 miliar	2021
Dana	US\$ 1.2 miliar	2022
Akulaku	US\$ 2 miliar	2022
eFishery	US\$ 1.3 miliar	2023

The use of technology to achieve this quality benefits the economy (Karina et al., 2023). As unicornsthose with valuations exceeding \$1 billionand decacornsthose with valuations exceeding \$10 billiontake the lead in Southeast Asia's startup scene, Indonesia's startup scene is becoming more resilient. The digital economy in Indonesia has enormous growth potential. 77% of Indonesians are active internet users, or 212.9 million as of January 2023, according to the We Are Social report (2023). According to reports by Google Temasek and Bain & Co. in 2022, the value of Indonesia's digital economy is expected to reach USD 130 billion by 2025, with the ecommerce sector contributing USD 59 billion, or 76%, of that total (Kominfo, 2023).

The thriving national digital economy, coupled with the phenomenon of exponential growth and the success of a number of startups that became unicorns, encouraged tech-savvy individuals and entrepreneurs to found startups. As a result, Indonesia now has 2,502 startup entities (startup Ranking, 2023). Quick expansion that places Indonesia sixth in the world's top ten startup rankings and first in ASEAN for the total number of startup companies:

**Table 2 World Startup Population (Databox, 2023)**

Ranking	Negara	Jumlah Startup
1	Amerika Serikat	74.827
2	India	15.367
3	Inggris	6.826
4	Kanada	3.704
5	Australia	2.634
6	Indonesia	2.502
7	Jerman	2.395
8	Perancis	1.610
9	Spanyol	1.459
10	Brasil	1.178

Beyond the aforementioned track record of success, the research findings of the Indonesian Information and Communication Technology Creative Industry Society (MIKTI, 2021) align with the findings of the Indonesian Startup Foundation (2018), which identified the phenomenon of weakness that has the potential to cause a startup to fail in addition to capital as the primary cause of failure (34.1%), with human resource (HR) issues accounting for 18.7% of startup failures. Regulation, market, strategy, and facilities are additional elements that lead to failure.

**Table 3 Key Startup Problems (MIKTI, 2021)**



In order to prevent failure and guarantee sustainability, human resources (HR), in addition to funding and technology, are critical components in the development of startups. Developing a startup requires an entirely diversified staff of experts. Firm stability is better preserved with a strong and suitable team, and vice versa. Take the example of Zirtual, an American virtual assistant firm that erred as a result of an unbalanced team structure. Due to inadequate financial management, an imbalance in business and technological aspects, and the need to cease operations, this startup was unable to manage money and business because the Chief Financial Officer (CFO) was not included in the company's organisational structure.

Both new enterprises and older organisations place a high value on human resources. The main catalytic force that underpins business growth is human capital. Furthermore, the relationships between individual employees and the firm are a direct factor in determining product quality, firm financial performance, and sustainability (Hendry & Pettigrew (2006-106), in Kramar, 2021). Several study findings from reputable organisations and groups back up this opinion, including:

1) McKinsey & Company research from 2019 indicates that one of the main factors influencing Indonesian companies' performance is their people resources. According to McKinsey & Company, a startup's ability to succeed depends not only on its creative idea or product but also on the founding team's skill and experience in growing and running the company. 2) According to the Indonesian Startup Association (2019), human resources play a critical role in the growth of startups in Indonesia.

One of the main problems Indonesian businesses confront, according to them, is recruiting competent employees. 3) A 2019 Google-Temasek report further demonstrates the significance of human resources in the growth of Indonesia's startup ecosystem. The need of developing skilled and competent people resources in the business and technological domains is emphasised in the report. Startups can increase operational efficiency, create better goods and services, and become more competitive by assembling a team of skilled and experienced personnel in addition to their founders. Furthermore, the quality of interactions with customers and business partners, employee motivation, and organisational culture can all be impacted by strategic human resource management.

In order to assemble a solid and competent team, it is crucial to focus on human resources when creating a firm. This can be achieved through applying strategic human resource management to identify the right individuals, offer effective training and career development, and create a welcoming and performance-driven work environment. When comparing the proportion of human resources to capital and technology in a company, there is no set percentage range to use. Depending on the kind of business being operated, the size of the organisation, and the objectives to be met, every startup has various needs.

Nonetheless, it may be claimed that the three primary connected factors in the development of a startup business are finance, human resources, and technology. Technology and capital can be used to create better goods and services and increase operational effectiveness, but they cannot be fully utilised without skilled human resources. According to a McKinsey & Company report from 2018, startups that prioritise HRD typically outperform those that solely concentrate on raising money or developing technology. According to the report, startup success benefits from investments in human resources, including training, skill development, and career advancement. The author was motivated to conduct research for this thesis by conducting an evaluation because of the reality gap regarding the importance of human resources in the startup industry, which should concern every organisation but is one of the main issues that could impede the development of startups in Indonesia; Gather data, guidelines, procedures, or outputs from your job that can serve as a benchmark when making decisions about new initiatives or advancements.

The evaluation process is expected to yield information that will enhance the performance of ongoing activities, identify interruptions and disturbances from the start of the evaluation, and offer recommendations for the best alternative human resource management for PT Nusantara Sukses Teknologi or similar startups to manage their research objects. The entrepreneurs who

founded PT Nusantara Sukses Teknologi (Nusatek.Id) think that startups are the way of the future for businesses that not only offer promising financial outcomes but also work to empower all of the country's children who have a keen interest in information and communication technology (tech savvy). PT Nusantara Sukses Teknologi was founded by four individuals in 2017, during the final shift from the consolidation phase to the mature phase of startup growth in Indonesia. The company grew into five distinct businesses with distinct products and markets by 2022.

**Table 4 Product Development of PT Nusatek.Id (2023)**

Produk	Market
MoAja	Apartemen dan kawasan
Propertek	<i>Building Management</i>
Sertimedia	Sertifikasi Profesi
Siswamedia	Pendidikan
Arah Muslim	Muslim

In order to ensure that each company's business focus operates effectively, dynamically, and creatively and to relieve the burden of repetitive operational processes, PT Nusantara Sukses Teknologi initiates all product development and offers shared services to affiliated startups; shared services, or shared services centre (SSC), refers to a dedicated unit including people, processes, and technologies that is structured as a centralised point of service and is focused on defined business functions (Sisi, 2023) It is crucial for PT Nusantara Sukses Teknologi, as a venture builder, to support affiliated companies in their efforts to implement effective strategies in managing human resources so that the right policies and the implementation of strategic human resource management can help companies achieve competitive advantage in the long run. Important functions of the Human Resource Department, Finance and Accounting, General Affairs, Research and Development, Business Analysis, and Call Centre are managed centrally by PT Nusantara Sukses Teknologi, which acts as the parent company. PT Nusantara Sukses Teknologi has seen a phase of expansion. Although it is currently limited to the founding team, the startup already has a team in the growth phase. This stage is critical to effectively growing the company's audience and building trust in order to attract venture capital and crowdfunding funding.

**Table 5 Growth in the Number of Employees of PT Nusatek.Id**

Tahun	2018	2019	2020	2021	2022
Jumlah Karyawan	27	60	102	116	123

PT Nusantara Sukses Teknologi then takes the lead in the phase of expansion. The time has come to adopt a more aspirational business plan in order to qualify for the startup scaleup category. Possible steps include expanding into new markets, internationalising the company, growing its product line, hiring more qualified staff, and extending into other industries. Definitions from the Organisation de Coopération et de Développement Economiques (OCDE, 2022) and the Scaleup Institute of the United Kingdom state that a startup cannot be classified as scaleup unless it has

experienced headcount and turnover growth at a rate of more than 20% annually over the previous three years.

As Oehlhorn argues in 2020, the success of technology and business approaches in the growth phase tends to be a driver to practise and repeat the same strategy, where management focuses on business and technology pillars and pays less attention to human resources as an important pillar of company success. The founders of PT Nusantara Sukses Teknologi are entrepreneurs with functional careers in technology and engineering as well as academic backgrounds. "Organisations trying to leverage a strategic alignment between information technology (IT) and business areas frequently underestimate the role of human resource management in creating business value from an information system perspective." In order to gather unbiased information, researchers carried out preliminary research on the entire human resource policy practices at PT Nusantara Sukses Teknologi, including corporate strategic policies and SHRM initiatives. They also sought feedback from beneficiaries and supervisory institutions regarding the implementation of SHRM by: 1) gathering and analysing data on the documentation and management policies of PT Nusantara Sukses Teknologi regarding human resources; 2) observing strategic human resource management practices in PT Nusantara Sukses Teknologi operations; and 3) interviewing stakeholders in order to gain objective facts. These stakeholders included decision-makers, policy implementers, and those who assess and scrutinise human resource policy practices.

**Table 6 Pre Survey Focus**

Fokus Pra Survei	Metode
Apakah kebijakan SHRM termasuk didalam kebijakan strategis perusahaan	Mempelajari dokumen rencana strategis perusahaan
Apakah terdapat organisasi HR yang mendukung penerapan SHRM	Mempelajari dan memvalidasi dokumen/keputusan/penetapan struktur organisasi perusahaan
Apakah ketentuan HR secara eksplisit mencerminkan kebijakan SHRM	Mempelajari dokumen/surat edaran/ kebijakan HR
Apakah organisasi HR mempraktikkan SHRM didalam mengelola karyawan	Observasi dan wawancara
Apakah karyawan memahami pengelolaan dan memperoleh manfaat optimal atas kebijakan SHRM	Survei dan wawancara
Apakah terdapat evaluasi terhadap penerapan SHRM	Observasi, wawancara dan validasi prosedur/dokumen bukti evaluasi

The pre-survey results on the organization's strategic policy, SHRM policy, HR organisation, and observation of its application at PT Nusantara Sukses Teknologi revealed that the HR organisation, which has the task and authority to implement SHRM by determining policies and implementation steps since recruitment, selection, and development, to compile compensation and benefit proposals relevant to the startup industry, to be able to obtain and retain the best talents, are one of the elements of the company's strategic policy. However, the pre-survey revealed gaps in the following management policies addressing human resource management:



**Table 7 Pre-Survey Results**

Fokus Pra Survei	Hasil Pra Survei	
	Ada	Tidak
Mempelajari dokumen kebijakan strategis perusahaan terkait kebijakan SHRM	v	
Memverifikasi keputusan dan implementasi struktur organisasi HR sebagai pendukung implementasi SHRM	v	
Mempelajari dokumen kebijakan HR yang mencerminkan kebijakan SHRM	v	
Melakukan wawancara dan observasi mengenai praktik SHRM oleh organisasi HR didalam mengelola sumber daya manusia		v*
Mengadakan survei dan melakukan wawancara kepada stakeholders untuk mengetahui pemahaman dan mengkonfirmasi manfaat atas kebijakan SHRM		v*
Melakukan observasi, wawancara dan memvalidasi dokumen evaluasi terhadap penerapan SHRM		v

A gap between the strategic human resource management policy established by management and its implementation was found in the pre-survey on SHRM policy at PT Nusantara Sukses Teknologi. According to MIKTI and YSI research, there is a possibility that human resource issues will arise between the policy and SHRM implementation, which could lead to the failure of companies like PT Nusantara Sukses Teknologi or others. In order to find recommendations for the most effective implementation of SHRM, researchers suggest conducting research on the assessment of SHRM application while considering potential risks and the chance to pinpoint the reasons behind gaps through a thorough evaluation.

## LIBRARY SURVEY

### STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)

Strategic human resource management (SHRM) is a comprehensive HRM system that is customised to the strategic needs of the company, according to Mello (2015). The notion of strategic human resource management, or SHRM, unifies conventional HRM practices with the company's overarching strategy planning and implementation. The field of SHRM involves the integration of human resource issues with other areas such as finance and technology in order to achieve organisational goals and solve intricate difficulties.

In the meantime, human resource management (HRM) is defined by Noe (2017) as the systems, practices, and regulations that affect how workers behave, think, and perform. HRM is sometimes referred to as "people practices" by businesses. Figure 2.1 highlights the importance of several HRM practices. To optimise these practices' impact on business performance, the underlying strategy must be taken into account. The figure illustrates the various HRM practices, which include work analysis and design, identifying the needs for human resources (HR planning), recruiting potential candidates, selecting candidates, training and developing current employees,



compensating workers, assessing their performance (performance management), and fostering a positive work environment.

### **Factors Affecting SHRM**

Three layers of strategy are often implemented by companies that use strategic management: 1) Corporate Strategy (Corporate Strategy); 2) Business Strategy; and 3) Functional Strategy.

Conversely The Government Accountability Office (2019) has identified the following peripheral factors that negatively impact the overall implementation of SHRM: 1) Lack of ongoing interest and support from the leadership; 2) Lack of priority given to succession planning; 3) Inadequate funding; 4) Recruitment and retention, especially in key management areas, is thought to be sufficient to meet organisational needs; 5) Middle managers' resistance, as they already feel overworked and burdened with other "initiatives" that are not central to their job responsibilities; and 6) Employee mistrust of unclear programme goals, inadequate communication, and inadequate organisation to support a full-scale programme (Flynn, 2018).

### **RESEARCH METHODS**

Researchers in this study employ the postpositivist paradigm; postpositivist paradigm-based research seeks to comprehend, interpret, and explain the world and issues encountered. This study employed a qualitative method to research.

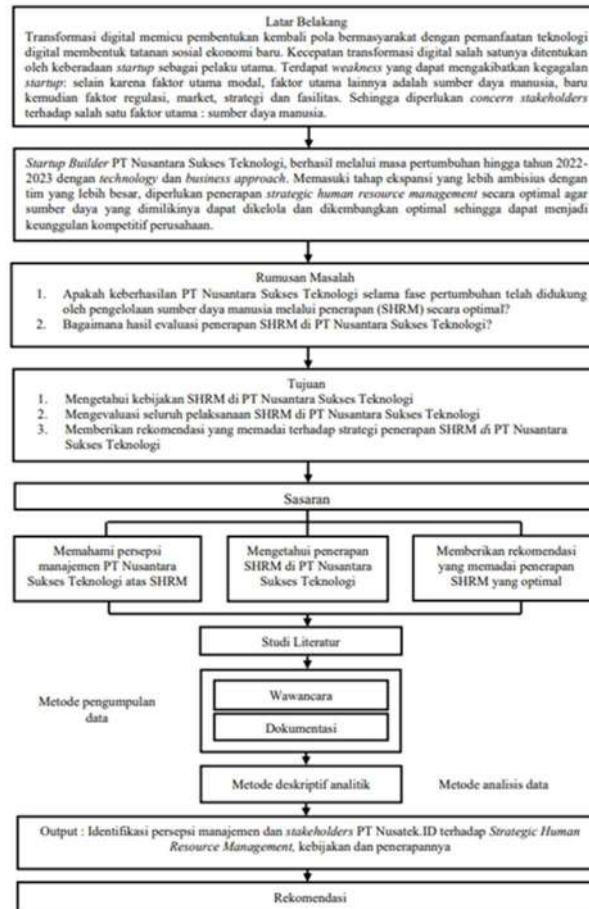


Figure 1 Frame of Mind

## Population and Sample

In qualitative research, the population is a social setting; PT Nusantara Sukses Teknologi (Nusatek.Id) is the area or venue designated to do research. This study's sample, which is made up of officials or administrators with a keen interest in the topic being studied, gathers data through the Purposive Sampling technique.

## Report

Two categories of informants were selected by the researchers: supporting and key informants. Supporting informants are people who are chosen based on their knowledge and frequently interact both formally and informally with key informants. Key informants are people who have extensive knowledge of the issue under study.

## Data Collection Methods

The results of research respondents' interviews were cross-checked with information gleaned from documentation as part of the study's usage of interview data gathering and documentation techniques.

## Uji Instrumen

Data triangulation is the technique used for data quality and validity assessment.

## Data Validity

Credibility, transferability, dependability, and confirmability tests are among those used to assess the validity of the data in this study.

## Data Analysis Methods

The data analysis technique employed is a descriptive analytical method, meaning that rather than using numbers to describe the data, words from interviews and images are used instead. Information obtained from manuscripts, interviews, field notes, documentaries, and other sources, which is then explained to shed light on reality.

## RESEARCH RESULTS

### Description of the invention

The study's researchers concentrate on human resource-related issues, particularly as they relate to the use of strategic HRM. In order to engage with parties that have the capacity to store documents, researchers secured access permits from PT Nusantara Sukses Teknologi's management. With these permits, they were able to obtain the following documentation:

Table 8 Corporate Strategic Policy Document

Nama Dokumen	Jenis Dokumen	Pengelola
Kebijakan strategis perusahaan	Dokumen perusahaan/ <i>Confidential</i>	Sekretaris perusahaan
Keputusan Direksi tentang struktur organisasi HR	Surat Keputusan Direksi	Sekretaris perusahaan

After an examination was conducted against the received papers, the following information was discovered: 1) The firm's short-term (one year) strategic policy is based on its five-year long-term vision, which includes a roadmap, target achievement time, and the company's short-term achievement plan in the areas of technological, commercial, and corporate development. In order to accomplish the company's strategic goals, management and work units use the stated policy as a guide to make decisions that are deemed most relevant to industry trends and most successful. Because it includes financial estimates and corporate development strategies, the documentation pertaining to this policy is secret and is overseen by the Corporate Secretary. Researchers have restricted access to human resource policies for this study. The documentation acquired indicates that human resource management (HRM) is a component of PT Nusantara Sukses Teknologi's strategic policy, and that HRM's implementation must always take other functional management's needs into account in order to achieve company goals effectively and efficiently. HRM is projected to be aligned with the company's strategic objectives; The management of PT Nusantara Sukses

Teknologi issued a Decree of the Board of Directors 007/DIR-IOM/II/2018 concerning the Organisation of HR Work Units in order to implement strategic policies in the field of human resource management. This decree contained decisions regarding the formation of the HR organisation, job descriptions, authority, and responsibilities. 3) The HR work unit was given the authority to formulate standards for each HR function, including recruitment, selection, placement. In addition to creating each function's organisational structure, translating job descriptions, and defining roles with input from relevant functional managers, HR is empowered to act as a business partner for functional management.

After examining the documentation of the strategic policies established by PT Nusantara Sukses Teknologi's management regarding human resource policies, the study proceeded by examining the documentation and making observations to ascertain the implementation carried out by the HR work unit, and the following data was obtained:

**Table 9 Documents Related to SHRM Policy**

Nama Dokumen/ Aktivitas	Jenis Dokumen	Pengelola
Dokumen kebijakan HR tentang SHRM	Rencana Kerja Surat Edaran HR	Unit HR
Observasi mengenai praktik SHRM	Hasil Observasi	-

Based on documentation and observation, the HR work unit prepares a strategic Human Resource Management Work Plan based on five approaches that are deemed significant, taking into account the size of the business, the age of the company, and the phenomenon of technology. The Information and Communication Technology (ICT) startup industry in Indonesia is still in its infancy. 1) The company's strategic objectives; 2) Fit is prioritised over best practices; 3) Digital technology is fully utilised; 4) The workforce management trend in Indonesia's startup industry is taken into consideration; and 5) The company's medium-term goals are monitored while short-term adjustments are anticipated due to shifting industry regulations, industrial technology, and communications.

The outcomes of the work plan for human resource management, which is created in the form of HR policies and implemented by issuing HR circulars. To make sure the policy complies with requirements, the HR unit will validate it with approved stakeholders prior to implementation, both internal and external (if a regulatory assessment is required):

**Table 10 SHRM Policy Validation**

Kebijakan HR	Validator
Peraturan Perusahaan	CEO dan Dinas Ketenagakerjaan Provinsi DKI Jakarta
Struktur Organisasi beserta uraian tugas, wewenang dan tanggung jawab	CEO
Kebijakan mengenai perekrutan, seleksi dan pengembangan sumber daya manusia	CEO
Kebijakan mengenai remunerasi dan fasilitas	CEO
Kebijakan mengenai penilaian kinerja, <i>coaching</i> dan <i>counselling</i>	CEO

In order to implement human resource management in line with the company's strategic objectives as effectively as possible, a work plan for the HR work unit, labour administration, and strategic functions as a functional business partner manager are included in the plan. Additionally, the plan calls for monitoring implementation within a specific time frame. Mechanisms are created in order to construct each HR policy, including: 1) Internal and external stakeholders' verification and validation to guarantee conformance and compliance; 2) The HR Circular (SE HR) specifies how the policy will be enforced; 3) The published HR SE, which includes the following points: The policy's objectives, foundation, effective date, and socialisation processes required for stakeholders to comprehend and carry out the policy are all outlined in the implementation time plan. Researchers conduct interviews as the next step following the documentation survey and observation to confirm if HRM practices align with the stated policy aims.

**Table 11 SHRM policy interview**

Subyek Wawancara dan Pertanyaan	Panduan Wawancara
Pertanyaan 1	Apakah manajemen telah menetapkan kebijakan SHRM secara optimal ?
Hasil wawancara: CEO	Manajemen memahami adanya pendapat bahwa sumber daya manusia bagi <i>startup</i> merupakan faktor yang sangat penting, bersama dengan modal dan teknologi. Meskipun atas informasi tersebut terjadi pendapat yang berbeda diantara para founders mengenai prioritas ketiganya namun dari hasil diskusi mendalam, diputuskan untuk memasukkan aspek sumber daya manusia ke dalam tujuan strategis perusahaan: bahwasanya keberhasilan dan kesinambungan perusahaan didasarkan pada (pengelolaan) sumber daya manusia yang unggul. Keputusan tersebut menunjukkan intensi dari manajemen bahwa kebijakan SHRM ditetapkan untuk dilakukan secara optimal karena telah menjadi salah satu elemen kebijakan strategis perusahaan, yang implementasinya dikuatkan dengan pembentukan organisasi HR, melengkapi rekrutmen manajer profesional HR untuk mendorong pengembangan kebijakan HR dilakukan proper dan komperhensif meliputi seluruh fungsi dan proses pengelolaan sumber daya manusia untuk menjamin praktik terbaik SHRM.
Pertanyaan 2	Apakah manajemen memberikan fasilitas dan mendorong penerapan kebijakan SHRM secara optimal ?
Hasil wawancara: CEO	Untuk merealisasikan kebijakan strategis di bidang pengelolaan sumber daya manusia, manajemen PT Nusantara Sukses Teknologi melengkapi keputusannya dengan memprioritaskan pembentukan organisasi unit kerja HR, memberikan kewenangan penyusunan kriteria pengelolaan sumber daya manusia, penyediaan fasilitas anggaran dan mendorong implementasi SHRM secara optimal atas fungsi-fungsi HR baik administratif maupun strategis sejak perekrutan, seleksi, penempatan, pengembangan, memberikan masukan mengenai besaran gaji dan tunjangan, hingga pengakhiran kepegawaian yang keseluruhan langkah tersebut diselaraskan dengan tujuan strategis perusahaan.
Pertanyaan 3	Apakah manajemen sudah melakukan evaluasi penerapan kebijakan SHRM ?
Hasil wawancara: CEO	Keberhasilan bisnis perusahaan merupakan prioritas manajemen. Evaluasi SHRM dilakukan melalui tinjauan



Subyek Wawancara dan Pertanyaan	Panduan Wawancara
	indikator hasil bisnis baik <i>biweekly, monthly, quarterly</i> maupun <i>yearly</i> yang dicapai, tercermin pada kinerja keuangan VB dan <i>subsidiaries</i> . Manajemen berpendapat, kinerja SHRM dapat dievaluasi melalui pencapaian kinerja keuangan dimana kinerja tersebut terbentuk dari proses <i>development</i> dan operasional yang unggul yang dicapai melalui sumber daya manusia yang unggul. Semakin baik kinerja keuangan secara otomatis mencerminkan SHRM yang baik, dan sebaliknya SHRM yang buruk akan tercermin pada kinerja bisnis dan operasional yang buruk
Pertanyaan 4	Apakah penerapan kebijakan SHRM perusahaan berdampak positif ?
Hasil wawancara: Manajer	Kebijakan SHRM yang diterapkan dan telah disosialisasikan oleh unit HR dalam beberapa hal memberikan dampak positif berupa kejelasan <i>job description, span of control</i> , wewenang dan tanggung jawab manager untuk mengelola tim yang menjadi tanggung jawabnya, termasuk kemudahan dalam hal pemenuhan sumber daya yang dibutuhkan unit kerja fungsional oleh unit kerja HR, analisa kebutuhan, proses perekrutan dan seleksi dilakukan tepat waktu. Namun demikian terdapat kesenjangan implementasi SHRM pada tahap-tahap selanjutnya: pelatihan dan pengembangan yang belum terstruktur, konsistensi penilaian kinerja dan pola pengembangan karir serta standar kompensasi memerlukan akuntabilitas yang lebih transparan untuk mempertahankan talenta terbaik, sehingga manajer memiliki kejelasan untuk berkembang dan mengembangkan tim.
Pertanyaan 5	Apa yang menjadi kelebihan SHRM yang ditetapkan perusahaan ?
Hasil wawancara: Manajer	Kelebihan SHRM yang diterapkan oleh PT Nusantara Sukses Teknologi adalah kesempatan untuk bekerja dengan tanggung jawab dan wewenang yang jelas. Manajer memiliki keleluasaan mengelola operasional unit fungsional dengan pendekatan yang dapat disesuaikan dengan masing-masing karakteristik <i>product</i> dan <i>project</i> . Pendekatan <i>waterfall development</i> memudahkan kontrol karyawan karena <i>time line</i> yang terukur, sebaliknya <i>development</i> dengan konsep agile memerlukan fleksibilitas waktu dan tempat kerja karyawan karena jam-jam <i>development</i> yang berbeda,

Subyek Wawancara dan Pertanyaan	Panduan Wawancara
	tergantung pada <i>sprint (fase development)</i> dalam jangka waktu tertentu, biasanya satu hingga dua minggu) dimana sebagian diantaranya memerlukan jam <i>development</i> yang panjang, jauh melampaui standar jam kerja perusahaan.
Pertanyaan 6	Apakah Staf memperoleh manfaat optimal dari penerapan SHRM dalam melakukan fungsinya ?
Hasil wawancara: Staf	Ya, staf memperoleh manfaat optimal dengan penerapan SHRM yang ada, mulai dari kejelasan rekrutmen, seleksi, kontrak kerja hingga penempatan di dalam tim yang jelas tujuan dan proses kerjanya. Dengan <i>job description</i> yang jelas dan disampaikan pada awal penempatan staf dapat melaksanakan tanggung jawab dengan baik dan memperoleh ketenangan kerja.
Pertanyaan 7	Apa saran menurut Bapak/Ibu untuk penerapan SHRM secara optimal ?
Hasil wawancara: Staf	Penerapan SHRM hendaknya dilanjutkan dengan fungsi-fungsi pelatihan dan pengembangan. Meskipun staf memperoleh kenyamanan di dalam bekerja, namun terdapat stagnasi karena teknologi yang cepat berubah tidak diberikan fasilitas <i>brainstorming</i> , mentoring ataupun pelatihan formal yang diperlukan sehingga informasi terkini diperoleh oleh pekerja melalui informasi informal dari komunitas <i>developer</i> di luar perusahaan. Stagnasi tersebut juga menimbulkan keraguan staf terhadap strategi pengembangan <i>skill</i> dan karir karyawan yang menurut staf seharusnya menjadi tanggung jawab unit HR melalui kebijakan SHRM.
Pertanyaan 8	Apakah Disnakertrans melakukan evaluasi atas kebijakan SHRM PT Nusantara Sukses Teknologi ?
Hasil wawancara: Related Regulator/ Dinakertrans DKI Jakarta	Sebagai organisasi pemerintah yang menangani Urusan Ketenagakerjaan, Ketransmigrasian dan Energi di Wilayah Provinsi DKI Jakarta, Disnakertrans DKI Jakarta melakukan evaluasi Peraturan Perusahaan yang diajukan pemohon melalui proses analisis oleh petugas (Staff/Kasi/Kabid dan Mediator Hubungan Industrial). Hal ini juga berlaku atas peraturan perusahaan yang dibuat dan diajukan PT Nusantara Sukses Teknologi, dan telah diperbaharui setiap 2 (dua) tahun, telah sesuai dengan ketentuan yang berlaku
Pertanyaan 9	Apakah evaluasi penerapan SHRM di PT Nusantara Sukses Teknologi telah memenuhi standar perundangan/ketentuan yang berlaku ?

Subyek Wawancara dan Pertanyaan	Panduan Wawancara
<p>Hasil wawancara:  <i>Related Regulator/</i>                      Dinasketrans DKI Jakarta</p>	<p>Dari hasil evaluasi peraturan perusahaan yang diajukan, tercermin penerapan pengelolaan sumber daya manusia di PT Nusantara Sukses Teknologi telah memenuhi perundangan dan peraturan ketenagakerjaan yang berlaku. Terdapat kejelasan :</p> <ol style="list-style-type: none"> <li>1. Hak dan kewajiban pengusaha;</li> <li>2. Hak dan kewajiban pekerja;</li> <li>3. Syarat kerja, Tata tertib perusahaan; dan.</li> <li>4. Jangka waktu berlakunya peraturan perusahaan</li> </ol> <p>Dari hasil monitoring Disnakertrans juga tidak ditemukan keluhan/pengaduan dari pekerja sehingga dari evaluasi disimpulkan bahwa penerapan kebijakan sumber daya manusia di PT Nusantara Sukses Teknologi telah memenuhi standar peraturan perundangan yang berlaku.</p>

### Data Analysis Results

The interviews' outcomes serve as a source of information for identifying the SHRM indicators for each speaker. Through the interviews, researchers establish a connection with research subjects, or informants, who are stakeholders who can quickly and in-depthly provide the data that researchers need to conduct their research on the circumstances, background, and implementation of SHRM at PT Nusantara Sukses Teknologi. In order to get objective data, researchers analyse and contrast occurrences discovered from other informant subjects, as well as review documentation and field notes from observations, with informants. In order to get the best interview findings possible for this study, the researchers used two different kinds of informants, namely:

**Table 12 Types of Informants**

Jenis Informan	Pihak Yang Diwawancarai
<p>Informan Kunci:                      informan yang mengetahui secara mendalam permasalahan kebijakan sumber daya manusia yang sedang diteliti</p>	<p>CEO                      VP HR</p>
<p>Informan pendukung:                      Para pihak sebagai informan yang ditentukan dengan dasar pertimbangan memiliki pengetahuan dan sering berhubungan baik secara formal maupun informal atas kebijakan sumber daya manusia yang ditetapkan oleh informan kunci.</p>	<p>Disnarketrans DKI Jakarta                      Manajer                      Staf</p>

Using NVivo to help with the analytic process comes after reading, contrasting, and classifying the informant's responses. Data files containing interview transcripts are imported into NVivo. The transcript's content is then associated with the code that has been developed by the researchers utilising NVivo to code. The earliest stages of code construction simply comprise publications and guidelines, advantages and efficacy, comprehension and worry, as well as recommendations and input. The researcher then included additional code that, in his opinion, was more relevant to particular conversations. Codebooks in NVivo are the intricacies of the code hierarchy.



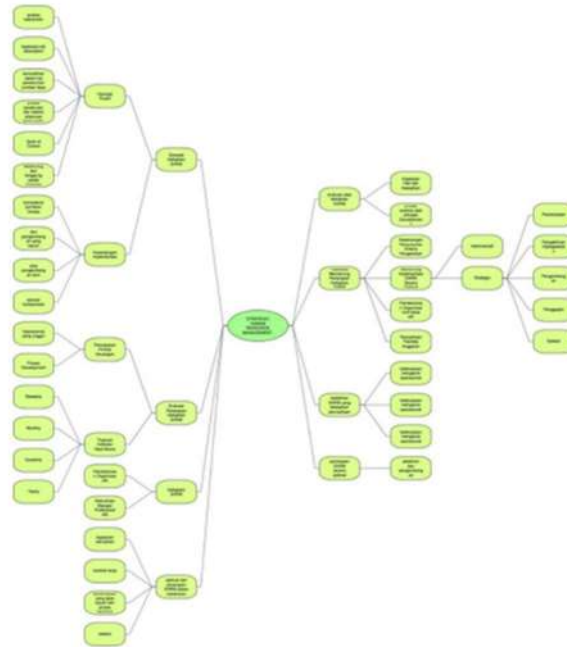


Figure 2 Mind Map Evaluation of SHRM Implementation at PT Nusantara Sukses Teknologi

The evaluation criteria of SHRM implementation at PT Nusantara Sukses Teknologi are shown in the mind map shown above. There were five key themes in the evaluation, which are as follows: facilities and supporting the implementation of SHRM policy; evaluation of SHRM policy; evaluation of SHRM policy implementation; and SHRM policy. The project map below provides more information on each of the specific themes.

## Project Map

### 1. Impact of SHRM Policy

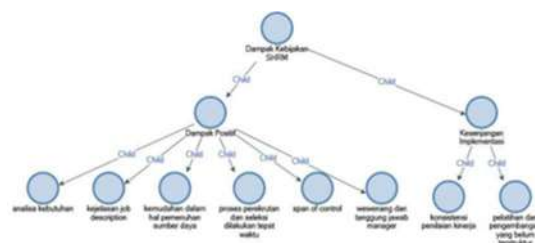


Figure 3 Project Map Impact of SHRM Policy

The image above illustrates how the interview results indicate that SHRM rules have both good and negative effects, as well as implementation gaps. HR needs analysis, job description clarity, HR fulfilment ease, and timely HR recruiting and selection processes are all positively impacted by SHRM policy. This has a positive effect on the company or organisation. Companies also need to be wary of implementation gaps, such as irregularities in performance reviews and unstructured HR development.

## 2. Evaluation of SHRM policy

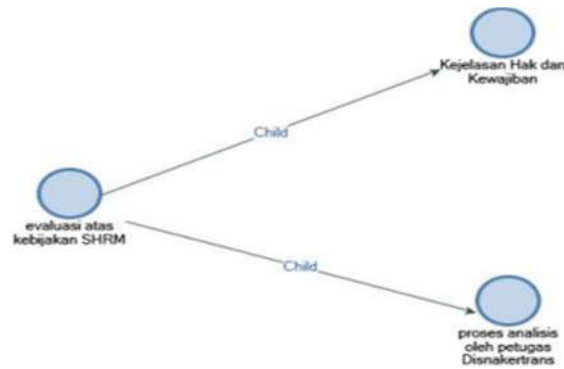


Figure 3 Project Map Evaluation of SHRM Policy

In order to make the published policies better, SHRM policies need to be assessed. Employee rights and responsibilities are evident based on the evaluation and interview outcomes. In order to make sure the policy complies with legislation, evaluation must also be completed by the appropriate authorities. In this situation, the Manpower and Transmigration Office officers will analyse the policy.

## 3. Evaluation of SHRM Policy Implementation

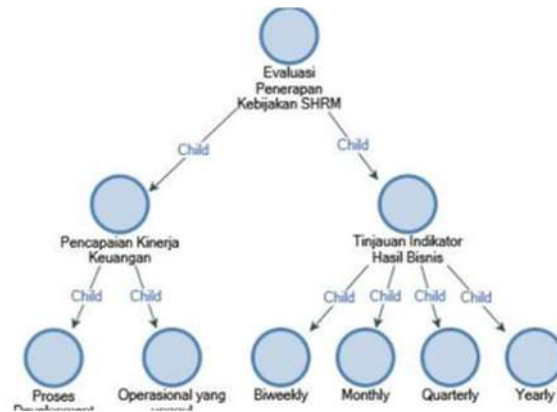


Figure 4 Project Map Evaluating SHRM Policy Implementation

It is clear from the above image that an evaluation is necessary in addition to the SHRM policy's implementation. There are procedures that need to be followed when a policy is developed and implemented for a business. In this instance, the development process as the primary business, the implementation of superior operations, and the attainment of the company's financial success are the metrics used by PT. Nusantara Sukses Teknologi to evaluate the application of SHRM policies. Reviews are conducted by PT Nusantara Sukses Teknologi as a means of assessing the implementation of SHRM on a biweekly, monthly, quarterly, and annual basis.

#### 4. Facilities and Encouraging the Implementation of SHRM Policy

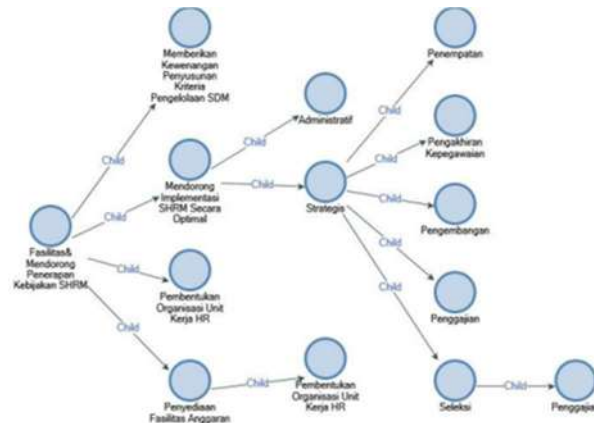


Figure 5 Facility Project Map and Encouraging SHRM Policy Implementation

As seen in the above image, the company additionally gets facilities ready and promotes the application of SHRM standards. In this instance, the business establishes an HR department, delegating responsibility for creating HR management standards. Thus, it is anticipated to promote the most effective administrative and strategic application of SHRM. The strategic measures implemented pertain to staffing termination, personnel placement, development, payroll system, and payroll system selection. In HR, the business additionally created 83 work unit organisations. Budgetary resources are also made available for the establishment of HR unit organisations.

#### 5. SHRM Policy

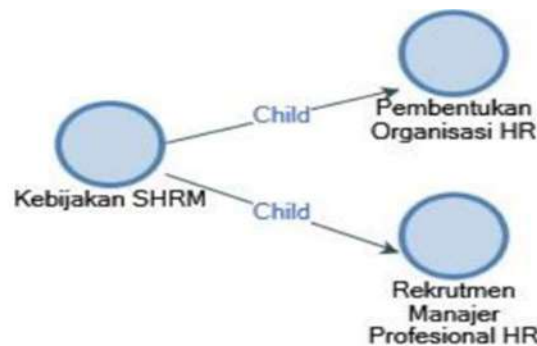


Figure 6 Project Map SHRM Policy

In the image above, the business established an HR department and hired qualified HR managers as part of its assessment of the SHRM policy. The business implements policies with the goal of building a robust and well-functioning HR department. The hiring choices made by qualified and seasoned professional managers support this.

## 6. Advantages of Company-Defined SHRM

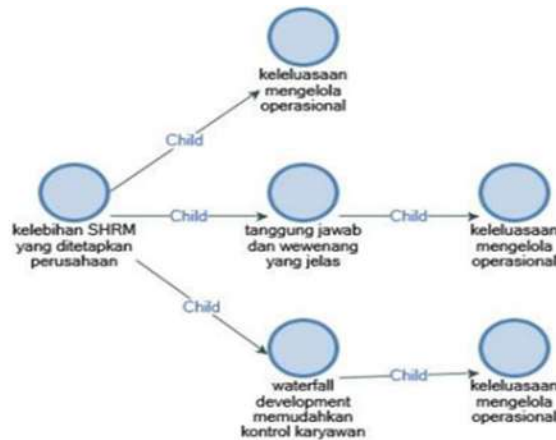


Figure 7 Project Map of Advantages of SHRM Defined by the Company

As can be seen in the image above, the company's project map on the benefits of SHRM comprises three nodes: HR managers have clear roles and authority, and SHRM is given flexibility in managing HR operations. The waterfall development system then facilitates employee control for HR, which helps with day-to-day operations management.

## 7. Optimal Benefits of Implementing SHRM in Performing Its Functions

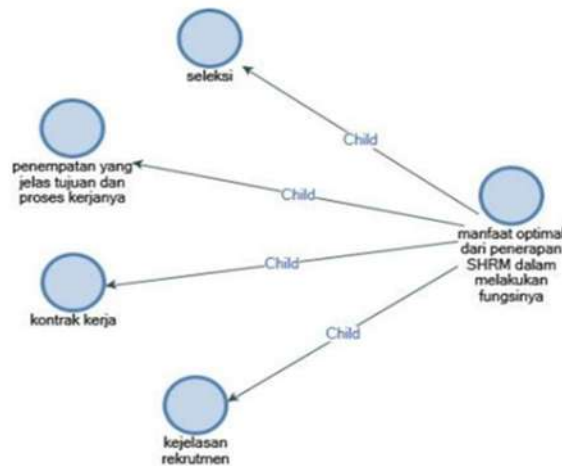


Figure 8 Optimal Benefits of Implementing SHRM in Performing Its Functions

It is clear from the above number that applying SHRM to carry out its duties will have the greatest advantages. Through the optimisation of SHRM, employee work tranquilly is created by bringing clarity to the employee selection and recruitment process, employment contracts, and placements that are in line with their goals and work processes. The business will greatly benefit from this.

## 8. Optimal Implementation of SHRM

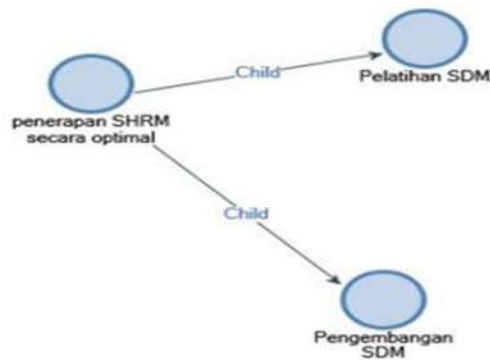


Figure 9 Project Map of Optimal SHRM Implementation

The aforementioned image indicates that the company should focus on implementing SHRM as efficiently as possible. Employee growth and training are necessary. It is anticipated that needs will be met and the business will profit from having knowledgeable and capable staff members thanks to SHRM optimisation.

### Triangulasi

To increase the validity and dependability of the findings, researchers confirm their findings using various techniques or data sources. Data triangulation is a technique used to examine data utilising a variety of sources, including documents, archives, observations, interview results, and interviews with many subjects who are thought to have distinct points of view. It is used to verify for feasibility and validity. from records, interviews, and observations that researchers on the application of strategic human resource policies have made. Three parallel lines of activity comprise the analysis of triangulation utilising the NVivo 12 application and Miles & Huberman Theory: data reduction, data display, and conclusion drawing / verification.

Reduction of data, Data reduction is the first analytical step that must be completed in qualitative research using the Miles and Huberman Model. Data reduction was used in this study to choose the collected data and arrange it so that the comparison of different data collected from different sources could be seen clearly and presented appropriately. Riyanto (in Hardani et al. 2020, p. 165) defines data reduction as the process of streamlining, prioritising, simplifying, and abstracting data.

Once the interview results have been sorted, the collected data is filtered and processed using NVivo through the use of clustering similarity. An exploratory technique called cluster analysis groups sources or nodes based on phrases, attribute values, or similarities to other nodes in order to visualise project design. In order to reconcile data, analysis cluster diagrams provide a graphical source or depiction of nodes that show similarities and discrepancies. The sources, or nodes, in the cluster analysis diagram are identical and comparable for convenience. In NVivo, cluster analysis is used to investigate how text material is related to one another. The tight connection between the







exercise their authority. As a result, it is anticipated that professional human resource management could be implemented quickly to support the company's development.

## **DISCUSSION**

### **1.Application Strategic Human Resource Management (SHRM)**

It is evident from the research results above and from the data processed using NVivo that (SHRM) addresses HRM systems that are customised to meet the needs of business strategy. The purpose of activities is to help the organisation reach its objectives. The notion of strategic human resource management (SHRM) combines conventional HRM practices with overarching strategy planning and implementation. When defining objectives and resolving challenging organisational issues, SHRM incorporates human resource considerations with other factors like finance and resource technology. The adoption of a set of procedures and policies that will create a talent pool with competencies pertinent to company objectives is another point of emphasis for SHRM. In this instance, SHRM is one of the company's strategic objectives, according to PT Nusantara SukSES Teknologi's management. Furthermore, there is a disconnect between the community's information and the founders' in-depth knowledge of management and human resources. The technical founders' background and the business approach's emphasis on elements that management finds concerning are the causes of the disparity. Considering that human resource management can be fully delegated to experienced professionals, management made the decision to hire professional resource managers in an effort to close this gap. In addition, the budget and organisational structure were sufficient to allow human resource management to adapt to the company's business development pace.

### **2.Results of Evaluation of SHRM Implementation at PT Nusantara SukSES**

Instead than being a collection of methods, SHRM technology is a way of thinking backed by particular ideas. It serves as the foundation for strategic reviews, which make judgements regarding the strategic plans for the creation of an all-encompassing or targeted HR strategy based on an analysis of the organisational context and current HR practices. Strategic choices are always being made, and SHRM includes both the setting of strategic priorities and their execution. Essentially, it's about combining HR and business strategies such that the latter helps the former to succeed. Neither strategic planning nor the creation of specific HR strategies are the exclusive purview of strategic HRM. Integrating HR's strategies and actions with those of the business is the primary priority. as shown in the picture below. The focus of SHRM is on HR professionals' strategic management initiatives and HR strategy. The following organisational data and HR policies were gathered from the data, observations, and in-depth interviews of the HR unit, which are essential to the implementation of SHRM: 1) The HR Vice President that was hired is an experienced HR manager who has worked for established businesses. Managing human resources in organisations with an established organisational structure, complete set of company regulations, and more stable labour relations provides a wealth of knowledge. These organisations are often ones that have been in business for more than a decade. VP HR has studied HRM with startup

business models and analysed labour legislation in the startup industry, which are relatively new and subject to constant change, in order to adapt to the job and responsibilities at PT Nusantara Sukses Teknologi. 2) Due to the poor comprehension of founders as breakers and the belief that managers with prior experience in the HR domain is sufficient, the VP HR prepares the work plan on their own. Validating that the labour cost budget is fulfilled in relation to the company's working capital allocation and that the work plan complies with the pace at which the team must produce software products are the main foci of verification. 3) Although the work plan specifies how human resource management procedures should be carried out, observations and interviews reveal the following circumstances: a) The management's focus on technology and business in order to survive the venture builder development stage allays worries about issues that are perceived as not directly and immediately affecting the company's short-term objectives. To compete in the market, particularly for items with B2C target markets, all potentials are concentrated on the financial, commercial, and technological implementation aspects. The need for competitive production means that management supports SHRM implementation at the lowest priority. b) The startup business model is highly dynamic, and in order for human resource management to stay up to date with the rapid changes in startup business, business rules must be adjusted frequently. Management policies for the implementation cycle of the recruitment series—selection, development, and compensation—are impacted by management policies for changing business models. The selection process cannot be carried out as best it can unless termination becomes less sequential and speedier since human resources must be made available promptly to meet company needs. The early departure of employees due to inadequate compensation policies or superior offers from competitors prevented the development strategy from being implemented. c) The resources under management are subject to certain skill requirements (which can be quite scarce or willing, but only in certain situations, and there is a need for more flexible work schedules). The majority are members of Generation Z, who cannot be properly served by SHRM policies that were created for a specific time period because they require new treatment of work patterns, managerial techniques, and reactions to internal corporate regulations.

## CONCLUSION

Based on the results of the above research, the following conclusions can be drawn:

1. By incorporating human resource-related topics into the organization's strategic policies, the management of PT Nusantara Sukses Teknologi has worked to execute Strategic Human Resource Management (SHRM) as effectively as possible. Five (five) main topics may be identified from the word cloud, which are: SHRM policy, SHRM policy evaluation, SHRM policy implementation evaluation, facilities and encouraging SHRM policy implementation, Human resource management, through appropriate SHRM implementation, has aided PT Nusantara Sukses Teknologi in accomplishing strategic goals by providing the best possible benefits of SHRM implementation in carrying out its tasks. The policy of creating an HR organisation and hiring HR managers who are capable, have experience managing HR in established businesses, and are anticipated to be able to meet the needs of HR management startups is one of the key

decisions made to strengthen the implementation of SHRM. This category of HR managers is anticipated to be able to quickly adapt to changing circumstances and establish an HR team with startup experience to accommodate the fast-paced, dynamic nature of startups. The work plan for Strategic Human Resource Management is designed with a straightforward structure, which makes decision-making easier. It also supports management policies, accommodates a high frequency of recruitment and selection processes, employs an aggressive business approach, and can overcome a highly competitive environment because talent is in high demand in the rapidly expanding startup industry.

2. The study's findings also included an assessment of PT Nusantara Sukses Teknologi's SHRM implementation. It is anticipated that management concern and understanding of the value and skill of current HR personnel would grow as a result of the SHRM evaluation. This will be seen in internal development policies for current HR personnel as well as in the hiring process for prospective new HR candidates. The evaluation can lessen the risk of the SHRM cycle ending, which might weaken employee growth and the strategy for holding onto the finest people. It can also lessen the risk of management's lack of concentration, attention, and oversight of the HR work unit. Increasing support for HR work units to implement the best practices of the planning, execution, assessment, and adjustment (PDCA) cycle of SHRM implementation in order to reduce the possibility of carelessness, mistakes, and delays in modifying HR policies pertinent to the startup work environment.

## **SUGGESTION**

### **1. For Companies**

Three key themes emerged from the interview data, which were further supported by the Nvivo word cloud composition results: implementation, manage, and complement. In light of these findings, the researcher recommends that the evaluation, which has been proceeding smoothly through periodic evaluation of the result indicators in the form of business performance, be sharpened with a specific and thorough periodic evaluation of the SHRM process and cycle. This will motivate the HR work unit to consistently implement, manage, and finish the SHRM cycle in order to meet managers' and staff's needs for training and development in accordance with the findings of the interviews and to ensure that the company receives the best possible contribution from qualified and motivated employees. This measure will additionally mitigate the risk of HR management neglect, which can lead to the closure of startup businesses.

### **2. Academic**

In order to complete the perspective of the significance of SHRM, its implementation, and its evaluation for startup organisations, more researchers are expected to develop topics that have not been thoroughly explored in this thesis. This will aid in the growth and development of startup organisations in Indonesia with sustained sustainability because of the presence of superior human resources in accordance with optimal HRM.

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