

## **Implementation of Human Resources Management at PT Bangun Bangsa: Challenges and Development Strategies**

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### **ABSTRACT**

*This research aims to analyze the implementation of human resource management (HRDM) at PT Bangun Bangsa, with a focus on the challenges faced and the development strategies implemented. The research uses a qualitative approach with data collection methods through interviews, observation, and document analysis. The research results show that PT Bangun Bangsa faces various challenges in managing human resources, including difficulties in recruiting quality workers, the need for more targeted training programs, and challenges in retaining employees. The strategies implemented by the company include strengthening the selection and recruitment process, developing sustainable training programs, implementing a more transparent performance management system, and increasing employee involvement through engagement and retention programs. This research provides insight into the important role of HRM in improving organizational performance and offers recommendations for improving HRM practices at PT Bangun Bangsa.*

**Keywords:** *Human Resources Management, PT Bangun Bangsa, Recruitment, Training, Performance Management, Employee Engagement.*

### **1. Introduction**

Human Resource Management (HRM) is one of the key elements in the success of an organization, especially in the era of globalization and increasingly tight business competition. HRM functions as a manager and developer of human resources so that they can contribute optimally to achieving company goals. In this context, PT Bangun Bangsa as a company that continues to develop in the construction and infrastructure sector, realizes the importance of effective human resource management to support business growth and sustainability.

PT Bangun Bangsa faces a number of challenges in implementing HRM, including in terms of recruiting a competent workforce, developing employee skills through training, and implementing an effective performance management system. Apart from that, companies also need to face internal challenges such as adjusting organizational culture, managing workforce diversity, and increasing employee engagement and retention. External challenges, such as changes in labor regulations and technological developments, also influence the HRM strategy implemented.

This research aims to analyze the implementation of HRM at PT Bangun Bangsa, with a focus on identifying the main challenges and development strategies implemented by the company. Through this analysis, it is hoped that a deeper

understanding of the role of HRM in supporting company performance can be obtained and provide recommendations for future improvements.

This research contributes to the HRM literature by providing a case study that can serve as a reference for other companies facing similar challenges. By paying attention to aspects such as recruitment, training, performance management, and employee involvement, PT Bangun Bangsa is expected to be able to optimize the potential of its human resources, so that it is able to compete competitively and sustainably.

## **2. Library Survey**

Human Resource Management (HRM) is a series of practices carried out to manage and develop an organization's workforce so that it can achieve predetermined goals (Dessler, 2020). HRM covers various functions, including recruitment and selection, training and development, performance management, compensation and benefits, and industrial relations (Mathis & Jackson, 2019). Effective management of human resources is very important to create a productive work environment and motivate employees to contribute optimally.

Recruitment and selection is the initial stage in HRM which aims to attract and select candidates who best suit the needs of the organization (Noe et al., 2021). This process is very important because the right employees can increase productivity and reduce turnover rates. According to Werther and Davis (2018), an effective recruitment strategy includes the use of technology to reach a wider range of candidates, as well as an objective and competency-based selection process. Employee training and development is an important investment for companies to improve the skills and competencies of the workforce (Armstrong, 2022). Well-designed training programs can help employees master new tasks, adapt to technological changes, and improve soft skills that support their performance (Goldstein & Ford, 2019). At PT Bangun Bangsa, training and development is one of the strategies to increase the company's competitiveness.

Performance management is a continuous process that involves goal setting, monitoring, and evaluating employee performance (Aguinis, 2019). An effective performance management system can provide constructive feedback and encourage employees to achieve company targets. According to Armstrong and Taylor (2020), successful performance management must be fair, transparent, and focused on employee development.

Employee engagement refers to the extent to which employees feel motivated, connected, and committed to their work (Robinson, 2021). High engagement can reduce absenteeism and turnover rates, as well as increase performance and productivity. Employee retention is a significant challenge for many companies, including PT Bangun Bangsa, especially in competitive industries. According to Kahn (2020), effective retention strategies include career development, recognition, and rewards, as well as creating a conducive work environment.

The main challenges in implementing HRM include adapting to technological changes, managing workforce diversity, and fulfilling dynamic employment

regulations (Boxall & Purcell, 2016). At PT Bangun Bangsa, this challenge is increasingly complex with the need to increase operational efficiency and face global competition. This research will discuss how PT Bangun Bangsa overcomes these challenges through innovative and adaptive HRM strategies.

### **3. Research Methods**

#### **3.1. Research Approach**

This research uses a qualitative approach to gain an in-depth understanding of the implementation of human resource management (HRM) at PT Bangun Bangsa. A qualitative approach was chosen because it allows researchers to explore the experiences, perspectives, and practices of HRM in companies in detail (Creswell, 2018). This research focuses on identifying the challenges faced in human resource management and the development strategies implemented to overcome these challenges.

#### **3.2. Research Design**

The research design used is a case study, which allows an in-depth analysis of HRM implementation at PT Bangun Bangsa. Case studies were chosen because they can provide a comprehensive picture of phenomena that occur within the company and the specific context that influences them (Yin, 2018). This design also allows for triangulation of data from various sources to increase the validity of research results.

#### **3.3. Data source**

The data in this research was obtained from two main sources:

**Primary Data:** Primary data was collected through in-depth interviews with management, supervisors, and employees of PT Bangun Bangsa who play a direct role in the implementation of HRM. Semi-structured interviews were used to gather information regarding the HRM challenges faced and the strategies implemented.

**Secondary Data:** Secondary data is obtained from company documents, such as annual reports, HRM policies, training and development documents, and employee satisfaction survey results. In addition, data from related literature, scientific journals, and relevant textbooks are also used to support the analysis.

#### **3.4. Data Collection Techniques**

Data collection is carried out through:

**Semi-Structured Interviews:** Interviews were conducted with 10 key informants including HR managers, supervisors, and employees from various departments. The interview guide was structured to ensure consistency of questions, but still provide space for informants to share their perspectives and experiences freely.

- **Observation:** Direct observations were carried out on HRM activities at PT Bangun Bangsa, including the recruitment process, training, and performance management activities. These observations help to understand the dynamics that occur in the field.
- **Document Analysis:** HRM-related documents are analyzed to identify HRM policies, procedures, and practices implemented by the company.

#### **3.5. Data Analysis Techniques**

Data analysis was carried out using the thematic analysis method (Braun & Clarke, 2006), which involves several stages, namely:

- **Transcription and Familiarization:** Interviews were transcribed and read repeatedly to understand the content thoroughly.
- **Coding:** Coding was carried out to identify the main themes that emerged from the data, such as challenges in HRM, development strategies, and factors supporting and inhibiting HRM implementation.
- **Theme Organization:** Similar codes were grouped into broader themes, which were then analyzed to answer the research questions.
- **Interpretation:** The themes that have been prepared are interpreted to understand how HRM implementation at PT Bangun Bangsa is carried out, as well as the challenges and strategies involved.

### **3.6. Validity and Reliability**

To ensure the validity and reliability of the data, this research uses triangulation of data sources, namely by comparing information obtained from interviews, observations, and documents. In addition, member checking is carried out by asking informants to review the results of their interviews to ensure data accuracy.

## **4. Results and Discussion**

### **4.1. Recruitment and Selection**

The research results show that the recruitment and selection process at PT Bangun Bangsa still faces significant challenges, especially in attracting quality workers. The main challenges are the lack of candidates with appropriate qualifications and high competition with other companies in attracting the best talent. To overcome this, PT Bangun Bangsa has implemented digital strategies in recruitment, such as using online recruitment platforms and social media to reach a wider range of candidates. Apart from that, companies are also starting to adopt competency-based assessment methods to increase objectivity in selection. Digital recruitment strategies are in line with Dessler's (2020) findings which state that technology plays an important role in modernizing recruitment and selection. By adopting digital technology, PT Bangun Bangsa can reduce recruitment time and costs, as well as increase efficiency in finding suitable candidates.

### **4.2. Training and Development**

Training and development at PT Bangun Bangsa is focused on improving employees' technical skills and soft skills. However, research finds that training programs often lack direction and do not match the specific needs of employees in the field. As a result, the effectiveness of training is limited and does not fully support increased performance. To overcome this, companies have begun designing more specific needs-based training programs, involving supervisors in the process of identifying training needs. By Armstrong's (2022) theory, training designed based on needs analysis can increase the relevance and effectiveness of training. PT Bangun Bangsa needs to continue to strengthen the evaluation of

training programs to ensure that each training provides real added value for employee development.

#### **4.3. Performance Management**

PT Bangun Bangsa has implemented a performance management system based on goal setting and regular feedback. However, research reveals that the performance evaluation process is often inconsistent and lacks transparency, resulting in low employee trust in the system. In response, companies began to improve performance management systems by introducing clearer and measurable performance indicators, as well as providing training for managers in providing constructive feedback. Effective performance management is the key to increasing employee motivation and productivity (Aguinis, 2019). By improving transparency and consistency in performance evaluation, PT Bangun Bangsa can increase employee trust and participation in the performance management process.

#### **4.4. Employee Engagement and Retention**

The level of employee engagement at PT Bangun Bangsa is relatively low, with indications from internal surveys showing low employee satisfaction with communication and recognition in the workplace. In addition, companies face challenges in retaining high-performing employees, especially because compensation packages are considered less competitive. To overcome this problem, PT Bangun Bangsa has begun to improve employee engagement programs through team-building activities, discussion forums between management and employees, as well as the introduction of reward and recognition programs. Based on the employee engagement theory by Kahn (2020), high engagement can be achieved through improved communication and fair rewards. Programs that strengthen employee engagement at PT Bangun Bangsa have the potential to reduce turnover and increase employee loyalty to the company.

#### **4.5. HRM Implementation Challenges**

The research identified several main challenges in implementing HRM at PT Bangun Bangsa, namely adapting to technological changes, managing workforce diversity, and changes in employment regulations. New technologies often require skills that employees don't yet possess, while a diverse workforce requires a more inclusive management approach. In addition, dynamic regulations force companies to continuously adapt HRM policies and procedures. This challenge underscores the importance of flexibility and innovation in HRM strategies (Boxall & Purcell, 2016). PT Bangun Bangsa needs to continue to update its HRM approach by utilizing the latest technology, implementing inclusive policies, and maintaining compliance with applicable regulations.

### **5. Conclusions and Suggestions**

#### **5.1. Conclusion**

This research explores the implementation of human resource management (HRM) at PT Bangun Bangsa with a focus on the challenges faced and the development strategies implemented. Based on the results of the analysis, it can be concluded that:

1. **Recruitment and Selection:** PT Bangun Bangsa faces challenges in attracting quality workers amidst intense competition. The implemented digital recruitment and competency-based selection strategies have helped the company reach a wider range of candidates and increased the efficiency of the selection process.
2. **Training and Development:** Although training and development is a priority, existing programs still need to be tailored to employees' specific needs. These adjustments are important to increase the relevance of training and maximize employee contributions to the company.
3. **Performance Management:** The performance management system at PT Bangun Bangsa requires improvement in terms of transparency and consistency of evaluation. Efforts to clarify performance indicators and provide training to managers in performance feedback have begun to be implemented and are showing improvements in employee engagement.
4. **Employee Engagement and Retention:** Employee engagement remains a major challenge, with high levels of dissatisfaction with internal communications and recognition. Increasing engagement and retention programs, such as team-building activities and reward programs, is expected to increase employee satisfaction and loyalty.
5. **HRM Implementation Challenges:** The main challenges in implementing HRM at PT Bangun Bangsa include technology adaptation, managing workforce diversity, and changes in employment regulations. Companies need to continue to adapt to these changes through flexible and innovative HRM approaches.

Overall, PT Bangun Bangsa has made various efforts to overcome HRM challenges and strives to develop adaptive strategies to support company performance. However, there is still room for improvement that needs to be continuously pursued to increase the effectiveness of HRM.

## **5.2. Suggestion**

**Strengthening the Recruitment and Selection System:** PT Bangun Bangsa is advised to continue to strengthen the recruitment and selection system by utilizing the latest technology, such as data analytics to predict the performance of prospective employees, and improving employer branding to attract quality talent.

1. **Development of Needs-Based Training Programs:** Companies need to conduct a more in-depth analysis of training needs by involving employees and supervisors so that training programs are more relevant and effective. In addition, e-learning development can be a solution for training flexibility.
2. **Improved Performance Management:** PT Bangun Bangsa needs to improve its performance management system by introducing a more transparent and fair appraisal process, as well as providing more frequent and constructive feedback for employees.

3. Increased Employee Engagement: Companies should increase effective internal communications, create an inclusive work culture, and develop reward programs that focus on recognizing employee contributions. This is important for increasing employee engagement and satisfaction.
4. Adaptation to Technological and Regulatory Challenges: PT Bangun Bangsa needs to continue to adapt to technological developments and regulatory changes by updating HRM policies regularly. Investing in HR technology such as HRIS (Human Resource Information System) can help companies manage employee data more effectively.
5. Developing Inclusivity Strategies: Considering the diversity of the workforce, companies are advised to develop HRM strategies that are more inclusive and sensitive to cultural, gender, and generational differences. This will help create a more harmonious and productive work environment.

By implementing these suggestions, PT Bangun Bangsa is expected to be more effective in managing human resources and increasing the company's competitiveness in an increasingly dynamic market.

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