



The Effectiveness Of Human Resource Management In Improving Employee Performance At PT. Nafac Mitra Utama

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Abstract

This internship report discusses matters related to the effectiveness of human resource management (HRM) in improving employee performance at PT. Nafac Mitra Utama. This study utilizes the theory of strategic human resource management, which focuses on enhancing the effectiveness of HRM implementation in the company. PT. Nafac Mitra Utama is a company operating in the field of construction, particularly technical consulting. This research adopts a qualitative approach with a descriptive method through interviews and direct observations. The conclusion of this study is that PT. Nafac Mitra Utama has implemented several strategic human resource management practices, as evidenced by how the company manages its human resources to enhance effectiveness and employee performance. Some of the strategic human resource management efforts undertaken include providing regular training and development, implementing effective communication within the company, offering both financial and non-financial compensation to employees, promoting job advancements, enhancing employee commitment, improving performance monitoring and evaluation systems, establishing health and safety procedures, and creating a harmonious work environment.

Keywords: Strategic Human Resource Management, Human Resource Management, Effectiveness, Performance

1. INTRODUCTION

Internship is one of the graduation requirements for students at the Universitas Islam Indonesia. Internship is carried out to provide benefits to students, as it allows them to apply the knowledge acquired during their studies in a real-world work environment (Gohae, 2020). Through internships, it is hoped that there will be alignment between the materials learned by students at the university and their practical application in the workplace

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(Effrisanti, 2015). This internship is an activity for students with the aim of gaining experience that can be used for career development.

In every company or organization, there are elements that work together to manage and achieve the company's goals effectively and efficiently. The most essential and decisive element of management is human beings because other management elements like money, materials, machinery, methods, and markets can only be utilized for the company's benefit by humans or employees.

In Indonesia, the strategic management of human resources to sustain a company's existence is increasingly recognized by experts in the field of human resource management (PortalHR.com 2009a; PortalHR.com 2009b). Human resources (HR) are the primary asset of a company, and the success and future of a company are determined by its employees. Therefore, only companies with reliable human resources, both physically and mentally, and in terms of quality in physical and non-physical aspects, can survive and thrive in the present and the future.

Human resource management consists of two components: management and human resources. The term "management" is often synonymous with "to manage," which means to organize, plan, place, lead, and control in order to achieve the company's goals, either collectively or through the work of others. Human resources include every individual, group, and all parties related to the company (Ganyang, 2018).

According to Ganyang (2018), human resource management plays a crucial role in implementing every function, from recruitment to termination of employment. Human resource management refers to the people who carry out human resource management functions in the company. These roles are categorized into four: the achievement of goals, symbolic role, informational role, and decision-making role.

In this digital era, the engineering consulting industry is experiencing rapid growth, leading to increased competition among engineering consulting companies in winning projects. The growth of the engineering consulting industry can be seen in the emergence of many new companies competing with existing ones. This situation creates a competitive environment for engineering consulting companies in winning projects and clients. Therefore, engineering consulting companies must have a strong strategy to win projects and retain clients. This strategy includes the quality of service, technological innovation capabilities, competitive pricing, and more.

Human resource management plays a vital role in improving employee performance through planning, implementation, and control of human resource activities. The effectiveness of human resource management in enhancing employee performance can be achieved through several strategies, including competency development, incentives and





rewards, improved communication and coordination, and organizational culture enhancement.

In companies facing different competitive environments, it is assumed that the effectiveness of strategic human resource management in influencing organizational performance also varies. PT. Nafac Mitra Utama in South Jakarta is an engineering management consulting company. To achieve the company's goals, the company needs to manage its employees. Therefore, to achieve this, the organization needs to nurture and develop its employees to achieve the company's goals, which will drive employee performance. Achieving this requires efforts in nurturing and developing employees with the aim of creating highly disciplined employees who are expected to enhance employee performance. Employee performance can be evaluated based on several factors, including effectiveness and efficiency, discipline, authority and responsibility, and employee initiative. During the internship, the author observed that the human resource performance at PT. Nafac Mitra Utama has not been maximally managed to achieve efficient and effective performance.

The above description serves as the background for the author to conduct research on internship focusing on the effectiveness of human resource management in improving employee performance. The performance of employees at PT. Nafac Mitra Utama can be influenced by several factors to enhance the quality of their performance. By implementing the factors mentioned above, it is hoped that there will be an improvement in the performance of PT. Nafac Mitra Utama, especially in the Human Resources sector.

2. LITERATURE REVIEW

Based on the explanation of the background and research objectives above, the author has determined several theoretical foundations that will be used in writing the internship report, as follows:

2.1. Effectiveness of Human Resource Management

The word "effectiveness" comes from the English word "effective," which means successful or something done successfully. Popular scientific dictionaries define effectiveness as the appropriateness of use, utility, or support for objectives. Effectiveness is about doing the right things, while efficiency is about doing things right, or in other words, effectiveness is the extent to which we achieve our goals, and efficiency is how we manage all resources carefully (Indartuti, 2019).

A study by Tangkilisan (2005) states that effectiveness is the degree to which the relationship between performance and employee capabilities in achieving their goals.





Effectiveness typically refers to the successful performance and efforts made by an individual to achieve a company's goals. Meanwhile, a study by Rahadhitya & Darsono (cited in Paulina, 2016) suggests that effectiveness, in general, indicates how far a company has achieved its targets. Human resource management plays a very strategic role, where roles such as recruitment policy, selection, placement, compensation, performance measurement, promotion, and more must consider the compensation level based on employee performance. In the workplace, the level of compensation given to employees has been proven to be a benchmark for assessing employee behavior, especially their attendance (Hasan, 2019).

Based on the statements made by the researchers above, it can be concluded that effectiveness is a form of success in achieving a company's or organization's target. This can be seen in the results, quality, timing, and outcomes achieved. Furthermore, a study by Hasibuan (2019) states that human resource management is the science and art of managing labor relations and roles to be effective and efficient in achieving a company's goals. On the other hand, a study by Bintoro and Daryanto (2017) suggests that human resource management is the science that effectively and efficiently organizes the roles of resources (labor) owned by individuals to achieve the company's common goals. According to Jhon D Millet, as cited in Herlambang (2016), management is a process of leading and facilitating work through formally organized people to achieve goals.

A study by Sedarmayanti (2017) states that human resource management is an approach to managing human problems based on three basic principles:

1. Human resources are the most valuable and important asset owned by an organization/company because an organization's success depends on human elements.
2. Success can be achieved if policies, procedures, and regulations related to human resources in the company mutually benefit each other.
3. The culture and values of the company and managerial behavior derived from culture influence the achievement of the best results.

Another study by Mahriani (2019) states that human resource management is the process of recruitment, development, motivation, and evaluation of human resources in a company. This is done by assessing the performance of each employee working in the company. Another opinion is presented by Riniwati (2016) in her book titled "Human Resource Management," which states that human resource management is part of the general management science that includes planning, organizing, executing, and controlling aspects in production, marketing, finance, and personnel. Human Resource Management is a





process involving people in managing an organization. Human Resource Management consists of two parts, management, and human resources. Management is the process of completing tasks to achieve a goal through others.

Dessler (2015) states that human resource management is a series of processes for obtaining, providing training, evaluating, and compensating employees, as well as managing all employment-related relations, health, safety, and fairness among employees. Hasibuan (2014) says that human resource management is a science and art that plays a role in organizing labor relations and roles to be effective and efficient, which is useful in helping to achieve the goals of the company, employees, and society. Another definition of human resource management is provided by Bohlander and Snell (2019), who state that human resource management is the process of managing talents (skills, knowledge, and abilities) with the aim of achieving the organization's established goals. From both of these definitions, we can conclude that the role of managers is crucial, especially in helping the organization in the process of achieving goals effectively and efficiently.

Handoko (2014) asserts that human resource management is a series of processes starting from recruitment, selection, development, maintenance, and utilization of human resources to assist in achieving individual and organizational goals.

Human resources also have a strategic role and function, which is to combine human asset management, recruitment, selection, and representation, preparation and employee development, profession arrangement, performance evaluation, compensation and benefits, occupational health and safety, and termination of employment (PHK). According to Jackson et al. (2010), Human Resource Management has functions that include training related to a) ecological perception and evaluation, b) focusing on managing and training human resources in accordance with measurement tools and evaluations that will be used, and c) promoting explicit designs related to human resource management arrangements and practices that align with the established schedule and work plan.

Based on the statements above, it can be concluded that human resource management is a study that encompasses issues related to human labor force management according to its functions, in order to be more effective and efficient in achieving the goals of the company.

2.2. Strategic Human Resource Management

Strategic Human Resource Management (SHRM) is one of the developments in Human Resource Management theory that focuses on the discussion of a company's strategy in improving the effectiveness of human resource management and its performance. Strategic resource management can be defined as the planned distribution and management





of human resources in the form of activities aimed at improving the achievement of organizational goals (Wright & McMahan, 1992).

In the concept of SHRM, companies create a management model in HR practices to enhance the overall effectiveness of HR systems (Lepak et al., 2006). In this regard, traditional HR management practices such as recruitment, selection, employee training and development, job evaluation, and rewards will be developed through SHRM practices. This will focus on ensuring that all HR practices can help achieve the organization's strategic goals and improve company performance.

Strategic Human Resource Management (SHRM) contains the concept of strategy, while Human Resource Management (HRM) contains the concept of resources. Therefore, SHRM is the process of combining HRM with a company's strategic plans and objectives. A study conducted by Boon et al. (2018) states that SHRM is a development and training plan for human resources to empower employees to actively contribute and influence the organization in achieving its strategic goals. The implementation of Strategic Human Resource Management is used to enhance the high performance of human resources in a company, as stated by Gong (2009), who believes that strategic human resource management can create high-performing HR practices in a company. There are nine keys to creating high-performing human resources, including job security, extensive training, reduced status differences, selective recruitment, participation in decision-making, performance assessment, high-performance-based pay and compensation, career planning and development, and sharing information.

SHRM reflects a set of relatively flexible arrangements, empowerment, and utilization of human resources in an effort to support the achievement of organizational goals. SHRM emphasizes the development of employee capacity in terms of performance as a response to the external environment through improved human resource allocation (Muideen, 2020). For SHRM practices themselves, they must be aligned with the organization's future goals, including:

1. Recruitment and Selection : Recruitment refers to activities an organization undertakes to identify individuals needed and attract them to help achieve organizational goals. Selection, on the other hand, is the process of choosing employees deemed most suitable to meet the organization's needs based on Knowledge, Skills, and Abilities (KSAs) that support the achievement of organizational goals.
2. Training and Career Development: This refers to the entire process of managing the transfer of knowledge, skills, and abilities needed in a company. Training and career





development should provide strategic and broad benefits to both the company and employees.

3. Performance Appraisal : It involves evaluating whether employees have successfully performed their tasks according to the company's operational standards.
4. Compensation and Benefits : This encompasses all extrinsic rewards given to employees as a form of compensation for the work they have done. Compensation can include wages, bonuses, and benefits. It can also be non-financial, such as flexible work arrangements, time off, and employee welfare programs aimed at increasing employee morale, performance, and commitment.

In conclusion, based on the discussion of Strategic Human Resource Management above, it can be concluded that SHRM is an implementation of strategy within the HRM concept, aiming to enhance the effectiveness of employee performance, the company, and the achievement of a company's strategic goals. Therefore, the effectiveness of HRM in a company can be improved with the implementation of SHRM, which, if implemented correctly and effectively, can enhance company performance.

2.3. Employee Performance

The quality of employee performance is closely tied to the abilities possessed by the employees, requiring organizations to continually develop their human resources to enhance employee capabilities (Lestari, Akbar & Maulana, 2021). Human resource development programs are necessary for every employee, whether when they initially join a company or on an ongoing basis to meet job demands. Human resource development enhances both skills and knowledge, making employees more productive in their work (Yusran & Sodik, 2018). According to Hasibuan (2019), employee performance is the result achieved by an individual in carrying out assigned tasks. Busro (2018) defines performance as the result of work achieved by individuals or groups within a company in accordance with the authority and responsibilities given to them in achieving the company's vision, mission, and goals. Based on these opinions, employee performance can be defined as the achievement of work tasks by employees, both in terms of quality and quantity, based on the authority and responsibilities assigned to them by the company.

Similar statements made by Ma'ruf Abdullah (2014) emphasize that continuously developing employee performance has a positive impact on a company or organization. Such performance can help a company and organization achieve its goals. If this can be maintained and continually developed, it can lead to sustainable benefits for the company.





Based on the above statements, achieving good performance requires performance effectiveness. Performance effectiveness refers to the speed at which output is delivered to the company. Input can take the form of an individual's personal resource capabilities. The more closely matched the output and input produced, the more effective it can be said to be (Sutikno, 2018). The aim of employee performance effectiveness is to achieve specific targets set by the company. Therefore, the company will place emphasis or set targets for employees to complete their tasks.

Performance management can focus on various characteristics, behaviors, and outcomes that employees can achieve. Through performance measurement, it can also be used for comparisons to evaluate overall employee performance. As Noe (2010) explained, there are several quality approaches used as instruments for measuring employee performance:

1. Comparative Approach : This involves performance measurement that requires assessments to evaluate and compare each employee's performance. There are three techniques that can be used in the comparative approach: ranking, distribution or allocation, and pairwise comparison.
2. Attribute Approach: This focuses on measuring the extent to which individual employees possess attributes and traits that can contribute to the company, such as initiative, employee commitment, competitiveness, and leadership.
3. Behavioral Approach : This approach prioritizes the effectiveness of employee behavior in their work.
4. Outcome Approach : This approach focuses on goal management, job outcomes, achievable targets, and other job-related characteristics that can be measured.
5. Quality Approach : This approach has two characteristics: customer-oriented and human error prevention.

Some organizations use employee performance assessments to obtain qualitative results and as benchmarks for employee performance in a qualitative context (Darmawan, 2013). Performance is the behavior of employees that leads towards the achievement of the goals or mission of an organization. It also reflects behavior in work, which can be seen in the products or services produced by that behavior. Employee performance is influenced by several factors, including skills, expertise, and the availability of key resources, which are crucial in influencing employee work behavior towards the achievement of organizational goals (Hughes, 2012). Therefore, it can be concluded that performance is the work achievement or result seen in terms of quality and quantity, which is achieved by employees within a specified period according to their responsibilities and job roles.



3. RESEARCH METHOD

The research focused on "The Effectiveness of Human Resource Management in Improving Employee Performance at PT. Nafac Mitra Utama." The research approach employed was a qualitative descriptive method, allowing for an in-depth interpretation of various dynamic phenomena related to human resource management. Data collection primarily involved interviews with managers and employees of PT. Nafac Mitra Utama. This primary data was obtained directly from individuals, ensuring the credibility of the information. The interviews were conducted with various parties, including company leaders, department heads, and several employees to gather comprehensive information.

The research utilized a qualitative descriptive approach, chosen for its suitability in describing the strategies for improving employee performance at PT. NAFAC Mitra Utama. This approach involves the collection and classification of data from research subjects, ultimately leading to conclusions. The unit of analysis in this study primarily focused on individuals, particularly the Head of PT. NAFAC Mitra Utama. These individuals, specifically the parts and service managers, play a crucial role in directing and planning strategies to maximize branch revenue, particularly in the heavy equipment parts and service division.

The research relied on data from primary sources, gathered through in-depth interviews conducted directly with the respondents. These interviews were instrumental in confirming information and insights previously obtained. Overall, this research utilized a qualitative descriptive approach, incorporating interviews as the primary data collection technique, with a focus on key individuals within PT. NAFAC Mitra Utama, to gain insights into human resource management's role in enhancing employee performance.

4. RESULT

4.1 Human Resource Management Programs and Policies Implemented at PT. Nafac Mitra Utama to Improve Employee Performance

The programs offered by the company are aimed at enhancing employee performance with a focus on the growth and development of the company. The company makes these efforts in order to provide effective training in line with the job descriptions of its employees. The type of training referred to here is systematic training designed to continuously develop the skills possessed by employees. This involves job analysis and evaluating the skills required. Another effort is through scheduling periodic employee training and development. This involves training that is scheduled and mandatory for all employees to attend. Regular scheduling efforts can help ensure the expected improvement in employee performance.



Furthermore, it is important to pay attention to training that is effective and relevant to employees' job descriptions. This includes technical training, interpersonal skill training, leadership skill development, and awareness of changes within the company. Moreover, involving qualified instructors and resources is a priority for the company. To ensure the quality of training, the company provides experienced and competent instructors in their respective fields and the necessary resources, such as relevant training materials, appropriate tools, and learning platforms.

Lastly, the company provides a feedback mechanism for its employees. This is obtained through feedback from employees who have undergone training and regular performance evaluations following the training. If done regularly, this can help the company achieve its desired goals.

4.2 Managerial Assessment of the Role of Human Resource Management in Improving Employee Performance at PT. Nafac Mitra Utama

Building effective communication among employees is a key element in optimizing collaboration and productivity in the workplace. Open, honest, and supportive communication can help a team achieve a company's goals. Furthermore, effective communication can foster harmonious working relationships among employees. The company provides programs that grant employees their rights, including fair wages, social security, a safe and healthy working environment with occupational health and safety guidelines, and protection from discrimination and harassment within the company. Employees are entitled to these rights, and the company has policies in place to safeguard their interests. The company conducts regular work programs for employees, and regular and objective performance evaluations are essential to identify strengths and areas that need improvement in performance.

Providing rewards and punishments to employees, such as recognition and awards for good performance, is one way to motivate them. This can serve as an incentive for employees to perform well. Fair and transparent reward programs, such as performance bonuses, promotions, or non-financial rewards, are offered to acknowledge employee achievements. On the other hand, if employees violate company rules, appropriate sanctions are imposed. Lastly, the company offers training facilities tailored to employees' job descriptions. This is important for developing employee performance and enhancing their soft skills to ensure that employees work relevantly and effectively. Tailored job-specific training helps employees enhance their performance in a more creative and efficient manner.





Based on the statements above, if these policy practices can be implemented, the company can create a balanced work environment, focused on growth, and motivate employees to reach their potential.

4.3 Optimal Human Resource Management at PT. Nafac Mitra Utama for Utilizing and Developing Employee Potential

Human resource management (HRM) at this company has shown good progress, although there is still room for maximizing the development of human resources within the company. The company has taken positive steps to manage human resources effectively but remains committed to continually improving and enhancing HRM systems. The company has made efforts to manage human resources effectively and enhance overall HRM effectiveness. This may involve reviewing HRM procedures and policies, identifying areas that need improvement, and implementing best practices in HRM. By continuously evaluating and improving, the company can achieve the highest level of HRM management.

To improve HRM, the company can provide specific training and development for the HRM team. This training may cover leadership skills, performance management, effective communication, and an in-depth understanding of HRM practices. By enhancing the skills and competencies of the HRM team, the company can ensure effective HRM. The company has recognized the importance of continuous monitoring of HRM. To improve HRM, the company needs to strengthen the monitoring and evaluation process. This involves identifying relevant metrics to measure HRM performance, conducting periodic reviews of successes and weaknesses, and responding with appropriate improvement actions. Thus, the company can continue to focus on significant improvements in HRM.

Another aspect provided by the company to employees is career advancement or job promotion to enhance employee motivation within the company. Employees who receive job promotions based on their performance during their employment at the company will be fully sponsored for soft skills training required to compete in the new job role. This training is provided to enhance the employees' capabilities for the position corresponding to the job promotion given by the company. This is done as one of the company's strategies to enhance the potential of its employees.

4.4 Factors Affecting the Effectiveness of Human Resource Management in Improving Employee Performance at PT. Nafac Mitra Utama

Establishing clear company regulations that employees must adhere to is crucial. A company should have clear and defined regulations to guide its employees. This includes ethical norms and behavior policies. Regulations should be transparent and communicated





effectively to create a professional work environment that respects and minimizes conflicts among employees. Additionally, providing job-specific performance training to enhance employee performance is crucial. This is done to improve performance skills, leadership training, soft skill training for better communication, team cooperation, and time management. Effective training can enhance employee performance and motivate them to excel in their roles.

Maintaining good working relationships among employees is another important factor in creating a positive and cooperative work environment. By fostering teamwork, providing support, and mutual respect, a positive work environment can be achieved through team development activities, mentoring programs, and open communication. Providing health benefits is an important company facility offered to employees. Employee health and well-being are top priorities for the company, which is provided in the form of health insurance, health programs, and onsite health facilities.

Lastly, the company provides bonuses and leave to employees. Recognizing employee achievements effectively motivates and acknowledges their performance. Additionally, providing adequate leave, such as annual leave, sick leave, and special leave, helps maintain a balance between work and personal life for employees.

4.5 Measuring the Effectiveness of Human Resource Management in Improving Employee Performance at PT. Nafac Mitra Utama

Identifying strengths and weaknesses in periodic performance evaluations can help employees carry out their duties and responsibilities more effectively. By knowing employees' skills and strengths, the company can leverage them to improve overall productivity and performance. Identifying weaknesses in employees allows the company to provide additional assistance or training so employees can overcome their respective tasks.

Encouraging improvement and development in performance evaluations provides employees with opportunities to consider their skills and identify areas for self-improvement. By providing constructive feedback, the company encourages employees to grow and enhance their skills and competencies. Training and development programs can be seen as a result of performance evaluations.

To establish clear objectives, periodic performance evaluations can be used as motivation to set measurable and structured goals. Employees have clear guidelines on what is expected of them in their roles. This can serve as motivation for employees to achieve the company's goals. Furthermore, rewarding employees is also a supportive factor for human resource management in the company. These rewards are useful for acknowledging and appreciating employees who have achieved the company's goals. Lastly, improving





communication methods. Employee performance evaluations are one way to encourage open and honest communication among employees.

Performance evaluations at PT. Nafac Mitra Utama are conducted annually on December 31st and are assessed by supervisors and managers. Performance evaluations encompass several aspects, including the quality of work, assessed by employees' ability to produce high-quality results, efficiency in task execution, accuracy, reliability, and stakeholder or customer satisfaction. Quantity of work is assessed by the amount of work completed within the given time frame. Initiative is assessed by the number of tasks and issues resolved without detailed instructions. Discipline is assessed by employees' adherence and compliance with company rules and orders. Responsibility is assessed by employees' willingness and awareness to take on responsibilities within their job scope. Motivation is assessed by individual drive to act, achieve goals, and maintain engagement in activities or work. Collaboration is assessed by individuals or groups working together to achieve common goals. Understanding of tasks is assessed by a deep understanding of tasks or work that needs to be done. Adaptability refers to an individual's ability to adapt to change, new situations, or different environments.

4.6 The Role of Communication Between Human Resource Management and Employees in Improving Employee Performance at PT. Nafac Mitra Utama

Communication plays a vital role in every aspect of life, including the workplace. In a company, communication among employees is crucial for achieving success and the company's targets. Effective communication among employees ensures a clear understanding of objectives, responsibilities, and expectations from each employee. By openly sharing information, employees can have a shared vision and work towards achieving the company's goals more effectively. Productive communication fosters better collaboration among employees and enhances creativity, innovation, and efficiency in achieving goals.

Good communication can also resolve conflicts that arise among employees. Through open dialogue and active listening, conflicts can be resolved amicably. Effective communication allows the involved parties to understand each other's perspectives and reach mutually beneficial agreements. Active and open communication among co-workers promotes a positive work culture and strengthens trust among employees. When information is communicated openly and honestly, employees feel valued and gain a better understanding of the company's situation. Therefore, when co-worker communication is good, it fosters employee interest in the company.



4.7 Strategies or Tactics Implemented by Human Resource Management to Improve Employee Performance at PT. Nafac Mitra Utama

The company will reiterate project planning and provide clear explanations of the project's goals, the stages to be completed, and the expectations from each employee. In this regard, managers and employees must understand their respective roles and the overall project. Managerial guidance to employees is crucial to ensure effective project execution. Effective guidance helps employees focus their performance to ensure they have clear guidelines to achieve performance targets.

Employee performance development is a highly important strategy. This can be achieved through skills training and development, regular feedback, and capacity-building through career development programs.

Based on the statements above, it can be concluded that building a comprehensive and motivating work culture can create an environment where employees feel supported, valued, and have opportunities to participate in decision-making. Additionally, openly appreciating employee performance can encourage better performance.

4.8 Challenges Faced by Human Resource Management at PT. Nafac Mitra Utama in Improving Employee Performance

Human resource management at the company needs to carefully plan budgets to ensure efficient allocation of available financial resources. When planning training, the company can prioritize programs that are most similar and provide significant benefits for employee development and achieving the company's goals. With good planning, the company can optimize the use of the budget. The company can conduct comprehensive research and evaluation of available training in the market. This helps in selecting the most effective and relevant training to improve employee performance. The company can also consider internal training or collaboration with educational institutions and business partners to reduce training costs.

Additionally, the company can leverage technological advancements and online learning platforms to provide more affordable training. By using e-learning methods, employees can access training materials flexibly and engage in self-paced learning without incurring travel or additional costs. This will help reduce training expenses while still providing employees with opportunities to develop their skills. Furthermore, the company can utilize existing internal resources to provide employee training and development. This involves employees with specialized skills providing internal training and mentoring. By leveraging internal resources, the company can reduce external training costs.

4.9 Response of Human Resource Management at PT. Nafac Mitra Utama to Addressing Poor Employee Performance

Managers will identify and understand the root causes of problems that may affect employee performance. By understanding the root issues, managers can take appropriate steps to address the obstacles and improve employee performance. Training will be provided once the root cause of the problem has been identified. This training may include technical training, interpersonal skill development, or a better understanding of assigned tasks. With the right training, employees can enhance their skills and address issues that may affect their performance.

Managers are crucial in providing clear, objective, and motivational feedback to employees. In providing feedback, it is important for managers to acknowledge strengths and appreciate employees while guiding them in areas that still need improvement. Lastly, fostering mutual respect and acceptance among employees is essential. This involves how we appreciate employees' performance to maintain motivation and a strong sense of connection. Acceptance involves accepting mistakes as new opportunities for learning and development for better performance.

4.10 Human Resource Management's Perspective on Career Development and Training for Employees at PT. Nafac Mitra Utama

The perspective on career development for employees has not fully met the desired expectations, but the company remains committed to achieving the desired career development targets. The company needs to continuously explore the needs and expectations of employees regarding career development. This can be done through surveys, interviews, or other mechanisms to better understand what employees want and expect in terms of career development. By understanding these needs, the company can tailor career development programs more closely to employee expectations. The company needs to establish clear and structured career development plans for employees. These plans may include short-term and long-term goals, steps to be taken, and the training and development required to achieve these goals. By providing clear guidance, employees can have a better understanding of available career development opportunities and how to achieve them.

In essence, the company needs to provide a variety of training and development programs tailored to employee needs. This may include internal training, external training, mentoring programs, participation in special projects, or job rotation opportunities. By offering diverse options, the company can meet individual needs and provide suitable opportunities for employee career development. To ensure smooth implementation, managers need to provide strong support for employee career development. This includes



providing the time and resources needed to attend training, supporting employees in achieving their career goals, and providing useful feedback and guidance. With this support, employees will feel supported and motivated to develop themselves. The company also needs to continuously evaluate existing career development programs. By gathering feedback from employees and conducting periodic reviews of program effectiveness, the company can identify areas that need improvement and make necessary enhancements. Improvements in career development programs will help the company achieve its desired targets.

5. DISCUSSION

Based on the internship conducted by the author at PT. Nafac Mitra Utama, the author recommends that the company's HRM needs to identify the root causes affecting employee performance, provide relevant training to enhance employee skills, and provide clear, objective, and motivational feedback.

With this approach, the company can overcome performance barriers, enhance employee capabilities, and create a positive and productive work environment.

6. CONCLUSION

Based on the internship conducted by the author at PT. Nafac Mitra Utama, it can be concluded that the effectiveness of human resource management (HRM) plays a crucial role in improving employee performance. The company has implemented several effective HRM programs to optimize employee potential and achieve desired outcomes. PT. Nafac Mitra Utama has a comprehensive program to enhance employee performance through effective communication, safeguarding employee rights, appropriate reward and punishment programs, and providing training facilities tailored to employee job descriptions. These practices create a balanced work environment, promote growth, and provide motivation for employees. In the long term, this will enhance the quality of the workforce, optimize individual and team performance, and strengthen the company's capabilities in a competitive business environment. The following aspects can be summarized:

1. Companies need to maintain effective communication among employees through an open, honest, and supportive approach. This is essential for creating a positive and optimal work environment. Good relationships among employees are also important for fostering a positive and cooperative work environment, which can be achieved through team development, mentoring programs, and open communication.
2. The company provides employee rights such as periodic work programs and regular and objective performance evaluations. Providing appropriate rewards and





- punishments, recognizing employee achievements, and providing adequate leave are also effective ways to motivate and maintain a balance in employees' personal lives. Providing healthcare benefits to employees is essential to prioritize their well-being.
3. The company offers training programs tailored to employees' job descriptions, which are important for developing employees' performance and soft skills. By implementing these policy practices, the company can create a balanced, growth-oriented work environment and motivate employees to reach their full potential.
 4. The company provides training and development opportunities for employees to enhance their knowledge, skills, and abilities (KSAs), aiming to improve the effectiveness of achieving organizational goals and contributing more to the performance of employees.
 5. PT. Nafac Mitra Utama has shown good progress in HRM, but there is still room for improvement. The company is committed to continuously improving its HRM system and has made positive efforts in effectively managing HRM. To enhance HRM, the company provides specific training to the HRM team, strengthens monitoring and evaluation processes, improves communication between management and employees, and encourages active employee participation in decision-making. By continually evaluating, improving, and developing management skills, the company can achieve maximum efficiency in HRM.
 6. Clear guidance and performance development are essential strategies in creating a supportive and motivating work environment. Through effective guidance, employees can have a clear roadmap to achieve performance targets and focus their efforts. Performance development through training, feedback, and career development programs is also crucial for enhancing employees' skills and capacities. Additionally, building a motivating work culture that appreciates achievements and gives employees opportunities to participate in decision-making can drive overall better performance.
 7. The challenges faced by HRM in improving employees include the substantial costs involved. PT. Nafac Mitra Utama needs careful budget planning to optimize the use of the company's financial resources. Regarding training, the company can select effective and relevant programs through comprehensive research and evaluation. The company can also leverage technology and online learning platforms to provide affordable and flexible training for employees. Furthermore, the company can utilize internal resources to provide employee training and development, thus reducing external costs. With this strategy, the company can optimize training budgets and provide opportunities for employees to develop their skills.





8. HRM at PT. Nafac Mitra Utama needs to remain committed to achieving the career development desired by employees. This involves understanding employees' career development needs and expectations, creating clear and structured career development plans, offering a variety of training and development programs, providing strong managerial support, and continually evaluating program effectiveness. With this approach, the company can meet employee expectations, enhance motivation and engagement, and achieve the desired career development.

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