

# **HUMAN RESOURCES DEVELOPMENT STRATEGY AT PT WADAH PENGEMBANGAN TENAGA KERJA (TALENESIA)**

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## **ABSTRACT**

This research aims to describe and explain the human resources development strategy at PT Wadah Pengembangan Tenaga Kerja (Talenesia). This research uses descriptive and qualitative methods. This method is used to obtain data through in-depth interviews and documentation to fulfill the purpose of this research. The research that has been conducted has found several findings, namely that employee recruitment and employee development at Talenesia have been carried out in accordance with the concepts of planning, implementation, and evaluation. HR development is related to Maslow's hierarchy of needs theory, especially in the aspects of social needs and self-actualization needs. Then, for work culture, Talenesia adheres to sustainable development and employee comfort. Talenesia also embraces the value of empathy towards its employees and gives appreciation regardless of the extent of employee performance in order to maintain motivation and enthusiasm to continue to grow. This work culture is actually considered to have been able to maximize the HR development strategy in Talenesia because good HR development requires a positive work culture and a conducive work environment.

**Keywords: employee recruitment, HR development strategy, work culture**

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## **1. Introduction**

Human resources are one of the most important elements of an organization or company (Suwatno, 2013). In this case, human resources act as the main driving force for every activity or program carried out so that the company can achieve various predetermined goals. The importance of the existence of human resources for the company makes this element a determinant of the company's success and failure (Ningrum et al., 2020).

One of the activities carried out in human resource management is employee development. In this case, employee development is an employee management activity through various activities

or certain programs with the aim of increasing the various potentials of employees so that their level of professionalism has increased (Ningrum et al., 2020). In addition, employee development efforts are expected to be able to increase the effectiveness and efficiency of employee work so that the company has high performance both in financial and non-financial terms. Without employee development efforts, company employees are threatened with not being able to do work effectively and efficiently, so employee performance and company performance are threatened with decline (Rahadi et al., 2023). Along with the importance of implementing employee development for companies, almost all companies make these efforts.

The condition in the world of work that occurs today is the high need for highly competent human resources in accordance with their respective fields of work (Faisol et al., 2022). Therefore, many companies continue to make efforts to develop employees in order to meet these needs. PT Wadah Pengembangan Tenaga Kerja (Talenesia) is one of the many companies that make employee development efforts. Talenesia is a company engaged in the field of human resource services that provides three main programs, namely intensive training programs, internship programs, and job searches, to Talenesia course participants who are commonly referred to as Talenesia students. In addition to the company's goal to develop human resources in course participants, Talenesia also pays attention to the development of its employees, supported by the recruitment process, employee training, and work culture that can also develop employees. One example is employee development in the Learning Division, especially for mentors as the frontline who are directly related to guiding students for a period of 2–8 months. There is mentor development such as debriefing, roleplay training, experiential learning, case studies, and sharing sections.

Employee development efforts are carried out with various programs or activities, both simple and complex. However, it is not uncommon for various employee development efforts undertaken by companies to result in disappointment. In this case, various experts in cognitive science, often referred to as brain science, state that various employee development efforts become increasingly difficult and even threatened with failure when the method or method used is not in accordance with the conditions of human thought or employees (Faisol et al., 2022). Therefore, Talenesia is required to be able to plan and implement employee development strategies that are in accordance with the conditions of employees and companies. It is intended that employee development efforts carried out by Talenesia are able to provide benefits and impacts in accordance with the wishes and needs of the company. Based on the background description, the author is interested in conducting research with the title "Human Resource Development Strategy at PT Wadah Pengembangan Tenaga Kerja (Talenesia)".

## **2. Literature Review**

### *2.1 Human Resources*

Human resources are the most important element for an organization or company (Suwatno, 2013). This is because the development of the company depends on human resources to do every job assigned to them. Human resources are also defined as the most vital organizational assets, so other types of resources cannot replace their role and function (Badriyah, 2015). Human resources are the only resources with reason or thought, knowledge, abilities, expertise, skills, power, work, and feelings (Sutrisno, 2016). Therefore, all company activities, in order to achieve goals, rely on human resources.

## *2.2 Human Resource Development*

The effectiveness and efficiency of the company in carrying out any work are highly dependent on human resource development. The goal is to improve the performance of human resources so as to achieve effectiveness and efficiency in doing work. Several other objectives that the company wants to achieve through the implementation of human resource development, according to Suwatno (2013), include:

- Increased productivity of human resources in doing work both in terms of quality and quantity.
- Increasing the efficiency of the company in carrying out operational activities both in terms of time, energy, and costs so as to increase the competitiveness of the company
- Improving the quality of company services so as to attract sympathy and interest from stakeholders in order to increase company profitability
- Creating good human resource morale so that they can do work enthusiastically to obtain satisfactory work results

## *2.3 Human Resource Development Strategy*

In general, strategy is defined as an art that is planned to achieve certain goals (Yunus, 2016). Meanwhile, human resource development is an effort made to improve the abilities, expertise, and skills of human resources in accordance with job demands. Based on this statement, the human resource development strategy is defined as a company plan for the future as an effort to prepare its human resources to be able to play a role in accordance with the conditions of work and the company, as well as various changes faced by the company (Sedarmayanti, 2016). According to Azzahra (2019), the implementation of the human resource development strategy consists of three main activities, including:

- **Planning**  
Human resource development strategy planning activities consist of determining the goals and objectives of implementing the strategy and selecting the parties involved. In addition, human resource development strategy planning also analyzes the company's conditions to determine the appropriate implementation of human resource development.
- **Implementation**  
This activity is carried out by implementing the results of human resource development strategy planning.
- **Evaluation**  
Evaluation of the human resource development strategy is carried out by assessing the good or bad implementation of the strategy along with the various impacts felt by the company after the implementation of the strategy. The goal is to obtain information to improve the implementation of human resource development strategies in the future.

## *2.4 Maslow's Hierarchy of Needs Theory*

Abraham Maslow, a clinical psychologist, introduced a tiered theory of needs known as Maslow's Theory or the Hierarchy of Human Needs, which suggests five human needs based on their level of importance. According to Maslow in Arianto (2001), these levels are then explained as follows:

- Physiological needs, including the need for food, clothing, and shelter, as well as biological needs
- Security and safety needs, including the need for job security and freedom from fear or pressure.
- Social needs are needs based on a sense of belonging in order to be accepted by the people around them or their environment. Includes the need for friendship, family, group interaction, and affection.
- Appreciation needs include the need for self-esteem, status, prestige, respect, and appreciation from others.
- Self-actualization needs, including the need to fulfill one's existence by maximizing one's abilities and potential.

The emergence of various theories, such as Maslow's hierarchy of needs theory, began in the 1940s and later became evidence that attention was needed to the human element in an organization. Human needs require hierarchical fulfillment to support their achievements in work. All of these things need attention in human resource management (Setyadi, 2021). In practice, employee development needs to consider needs at the Maslow hierarchy level. By understanding and meeting needs, organizations can motivate employees and improve their performance and well-being at work.

### **3. Research Methodology**

This research uses descriptive qualitative methods. This method is used to obtain data through in-depth interviews and documentation to fulfill the purpose of this research. This qualitative method aims to provide an overview of the human resource development strategy for employees in Talnesia.

#### *3.1 Research Subjects*

The research subjects referred to by the researcher in accordance with the research objectives are managers who manage human resource development in Talnesia. The research subjects are the People & Culture Division Manager and the Learning Division Manager.

#### *3.2 Research Subject Determination Technique*

This research will use a purposive sampling technique to determine the research subjects to be interviewed. In the sampling technique using purposive sampling, researchers will use the criteria of position and responsibility for human resources at Talnesia so that they can determine informants who can provide information according to the data needed.

#### *3.3 Data Collection Technique*

The data obtained by researchers will be collected directly using the following methods: Interviews are a way of collecting data and information through questions and answers. Technically, researchers conduct direct and semi-structured interviews by asking several questions related to the research topic and sticking to the interview guidelines that have been made. The documentation stage was carried out to strengthen the data from interviews. Data collection through documentation was carried out by searching for literature relevant to the research topic.

### *3.4 Data Source*

The data source referred to in the research is the subject from which the data can be obtained and has clear information about how the researcher will take the data. Data sources include two types, namely, primary data sources and secondary data sources: Primary data sources are sources whose information comes from the main sources in the field or data obtained directly from research subjects that come from interviews. In this study, primary data was obtained by researchers from interviews with managers at Talnesia. Secondary data sources are additional or supporting data sources. Secondary sources used in this study are data sourced from various literature books, articles, and journals. This data is used mainly to complement and strengthen the data obtained from interviews as a primary data source, so as to clarify the research discussion.

### *3.5 Data Analysis Method*

Analysis was carried out from the beginning of the research and then throughout the research process. The existing data will be analyzed in the stages of data reduction, data presentation, and conclusion-making.

### *3.6 Data Validation Method*

The data validation method is needed to evaluate or check the validity of the data obtained. In this study, researchers used source triangulation techniques to validate the data. Source triangulation directs researchers to collect data from various available sources because similar data will be more valid if extracted from different sources. Researchers will interview different targets, such as staff or mentors at Talnesia Company, to test and deepen the data and information obtained by researchers.

## **4. Results**

### *4.1 Employee Recruitment at Talnesia*

Discussions about HR management never escape the recruitment process. This is because the recruitment process is the first step in obtaining human resources for an organization. The recruitment process is generally known as the process of searching, selecting, and determining who will become part of the organization through a series of gradual processes with several predetermined criteria. Of course, the recruitment process is not merely done simply and carelessly; more than that, recruitment must be done through careful planning, proper execution, and detailed evaluation. Starting with planning that involves the HR team and users for job desk planning and planning related to employee candidate qualifications, This planning is in accordance

with the planning activities described by Azzahra (2019): human resource development strategy planning activities consist of determining the goals and objectives of implementing the strategy along with selecting the parties involved, which in this case are users and HR. In addition, planning for human resource recruitment strategies is also carried out by analyzing the conditions of the organization to determine the urgency and what kind of HR is needed at that time.

Talenesia's recruitment process is very structured and starts with small things, such as opening conversations with users to find out the specifications of their HR needs, and after that, the process of posting job openings is carried out in various media. After there are parties who apply, the next step is to review the incoming CVs and then invite candidates who have met the CV selection stage. After that, interviews and pre-employment offerings will be conducted. The existence of a recruitment process that involves users serves to filter out people with soft and hard skills who are able to carry out the job desk given and are able to listen to their directions later in accordance with the job desk that will be carried out. Talenesia conducts a thoughtful recruitment process that includes experience as the most important assessment in addition to qualified communication skills and soft skills. In addition, the recruitment process also considers the candidate's growth mindset and attitude in accordance with the company culture. The selection process is intended to determine the extent of the employee's knowledge and skills, attitude, and personality according to the work requirements of the organization concerned.

Based on the research results, there are two evaluation models carried out, namely based on the timeline and the quality of the hiring. First, the timeline evaluation is aimed at assessing how much time it takes to conduct the recruitment process and all the things that candidates must go through. This aims to determine the estimate for future recruitment. Then, the evaluation of the hiring is related to the quality of candidates received and also to the effectiveness of which job posting channel is most effective in getting suitable candidates in terms of quality and quantity. The recruitment evaluation carried out by Talenesia is in accordance with the urgency of strategy evaluation revealed by Azzahra (2019), who revealed that the evaluation of human resource development strategies is carried out by assessing the good or bad implementation of the strategy along with the various impacts felt by the company after the implementation of the strategy. The goal is to obtain information to improve the implementation of human resource development strategies in the future.

#### *4.2 Employee Development at Talenesia*

**One** of the activities carried out in human resource management is employee development. In this case, employee development is an employee management activity through various activities or certain programs with the aim of increasing the various potentials of employees so that their level of professionalism increases (Ningrum et al., 2020). Along with the importance of implementing employee development for companies, almost all companies make these efforts. One of the stages in employee development, namely the employee development planning stage at Talenesia, begins with knowing the needs of employees at work and conducting surveys and research related to the obstacles experienced by employees.

After the planning stage of employee development, there is the implementation of employee development carried out by Talenesia. Employee development is one of the things that most companies must do because it will determine the quality of the company itself. According to Setyadi (2021), human resource development usually starts with providing orientation to new employees, training, and work skills. The results showed that there is an onboarding process for



employees to introduce the company, introduce and align the company's values with employees, and provide training related to technical skills. In addition, the company also focuses on employee development in the Learning Division, especially mentors as the frontline who are in direct contact and interaction to guide students for a period of 2–8 months and are divided by the first segment, namely the first 2 months for intensive training segment guidance, the second segment for internship guidance, and the third segment for job search guidance for students. Mentor development begins with the onboarding process, debriefing or training every segment change, and sharing sessions as a form of appreciation and detection of obstacles that will later be solved collectively. Talenesia strongly agrees with the development principles that must be carried out by the company, where they expect their mentors to do experience learning so that the guidance provided to students can be aligned with company goals. Experience learning discusses how individuals can learn from experience, reflect on it, and change their behavior through experience learning. Then, there are forms of employee development such as roleplay training for mentors. The roleplay is related to the roleplay of the interview process when entering the third segment, namely the job search guidance segment for Talenesia students. Each mentor takes turns positioning themselves as observers, interviewers, and interviewees. During the roleplaying process, the mentors are trained so that the output can provide appropriate treatment or treatment to students. From the roleplay training process, there is a change in perspective, which makes the mentors able to understand the difficulties faced by various job-seeking student friends. Because of the diverse nature and character of the students, there are students who are smart but shy, there are those who are nervous if they speak in front of new people, there are those who like to explain with enthusiasm but their explanations are lacking, and so on. In addition, according to Maslow's hierarchy of needs theory, self-actualization can be developed through training held by the company. Employees can hone their potential and skills by attending training.

Evaluation of employee development is carried out by direct assessment of the output of employee training and by 360-degree assessment carried out from students to mentors. Companies often provide assessment forms to students for their mentors at each turn of the segment. In the first segment related to intensive training, students can provide an assessment of the mentor and what things can be improved, as well as for the next segment. That way, the company can evaluate from the first segment of intensive training to the third segment of job search.

#### *4.3 Work Culture in Employee Development at Talenesia*

**Related** to the urgency of HR development itself, of course, a good work culture and environment are needed. In terms of work culture, it is the values, principles, and commitments that form the basis of a company's operations. This work culture will shape the character of employees in accordance with the existing job desk so that it can go hand in hand with the company's own values. Talenesia has values that the company adheres to, namely authenticity, empathy, creativity, problem-solving, continuous learning, and progression. One example of continuous learning and progression is celebrating achievements and celebrating the learning gained from failures experienced by employees. Then, as for the game of self-assessment, the output is that employees can get to know themselves better, and each employee is given the opportunity to share about themselves and how they face difficult or tiring situations so that employees get to know each other and understand and are able to empathize with each other.

Talenesia is still a work culture that is familiar with continuous development. One example of continuous development is the debriefing conducted per segment for a total of 6 months, which

is aimed at building mentor capacity. Talenesia embraces the values of taking care of each other's feelings and how to show appreciation for the performance of everyone in the organization. For example, the provision of affirmation words that are quite intense and appreciation for the performance carried out for their mentors certainly increases enthusiasm and makes mentors try to maintain and continue to improve their abilities. The work environment that is formed individually and collectively is in line with what Maslow explained as related to the need for security and social needs, which are needs based on a sense of belonging in order to be accepted by the people around them or their environment. These needs are based on the need for humans to relate to one another safely and comfortably.

## **5. Discussion**

Discussions about HR management never escape the recruitment process. This is because the recruitment process is the first step in obtaining human resources for an organization. The recruitment process is generally known as the process of searching, selecting, and determining who will become part of the organization through a series of gradual processes with several predetermined criteria. Of course, the recruitment process is not merely done simply and carelessly; more than that, recruitment must be done through careful planning, proper execution, and detailed evaluation. Starting with planning that involves the HR team and users for job desk planning and planning related to employee candidate qualifications, This planning is in accordance with the planning activities described by Azzahra (2019): human resource development strategy planning activities consist of determining the goals and objectives of implementing the strategy along with selecting the parties involved, which in this case are users and HR. In addition, planning for human resource recruitment strategies is also carried out by analyzing the conditions of the organization to determine the urgency and what kind of HR is needed at that time.

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along with the various impacts felt by the company after the implementation of the strategy. The goal is to obtain information to improve the implementation of human resource development strategies in the future.

## **6. Conclusion**

Based on the results and discussion that have been described, the researcher then draws several conclusions, namely that employee recruitment and employee development at Talnesia have been carried out in accordance with the concepts of planning, implementation, and evaluation. HR development at Talnesia is related to Maslow's hierarchy of needs theory, especially in the aspect of social needs and self-actualization needs. Some examples of employee development, especially for employees in the Learning Division, are onboarding, employee training, roleplay training, experiential learning, and sharing sections. As for work culture, Talnesia adheres to continuous development and employee comfort. Talnesia also adheres to the value of empathy towards its employees, providing quite intense words of affirmation or appreciation for the performance carried out for employees which can increase enthusiasm and make employees try to maintain and continue to improve their abilities. This work culture is actually considered to have been able to maximize the HR development strategy at Talnesia because good HR development requires a positive work culture and a conducive work environment.

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