

Strategi Human Resource Departemen Dalam Meningkatkan Produktivitas Kerja Pegawai L'Avenue Office & Residence Jakarta Selatan

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ABSTRACT

Leadership is a key factor in the success of an organization, where an effective leader is able to inspire, motivate and direct the team to achieve common goals. Human Resources Management (HRM) has an important role as a central manager and provider of human resources for other departments, with the aim of managing labor relations effectively. Productivity is a fundamental component that a company must have to achieve its stated goals, where work productivity can be influenced by resources and the employees themselves. The Human Resources Department (HRD) has a vital role in implementing management and providing motivation to employees to increase productivity and quality of work in the company. The role of the Human Resources Department in improving employee performance is by providing training for all employees from previous years in order to increase productivity. Obstacles faced in increasing productivity include the existence of employees who have old thoughts/mindsets or find it difficult to keep up with developments in digital technology, there is still poor coordination between departments, overlapping work, lack of discipline, high employee turnover. and ways to overcome the obstacles faced include the commitment and efforts of the Human Resources Department in creating training programs for all employees which are carried out periodically, conducting regular product knowledge refreshments, selection in employee recruitment so that they match their educational background.

INTRODUCTION

Employee competency contributes to improving performance and achieving organizational results, competency includes knowledge, skills, values, motivation and initiative (Yulius, 2022).

Human Resources (HR) development in forming professionalism skills can also form attitudes and behaviors and personalities that strengthen each other. Professionalism can also form attitudes and behaviors and strong personalities, while strong personalities are prerequisites in forming professionalism. The main policy in efforts to improve HR is one of them, namely improving the quality of productive HR, the ability of HR quality to have broad insight, HR that is physically and mentally qualified will have a positive impact on the company or institution.

The productivity of employee performance in the L'Avenue Office & Residence building is still low, such as discipline, and lack of knowledge/product knowledge or SOP and lack of ability in conveying information between employees so that misunderstandings often occur. Researchers use the analysis method of the causes of lack of employee productivity, lack of discipline regarding absences. From the existing data, the number of permanent or in-house employees is 42 people, it was found that 15 employees are often late. In addition to the importance of analyzing the causes of a problem that occurs in this case, researchers want to know the Human Resource Strategy in increasing employee productivity so that in the future it will be better.

Based on previous research conducted by Yani Restiani Widjaja, Isma Kusuma Dewi (2023) with the title *The Influence of Competence and Work Culture on Work Ethic Implications on Employee Performance*, it was concluded that the number of respondents in this study was 30 employees of the Socialization Sub-Directorate at the Directorate of Social Affairs, National Police Headquarters. From the data in Table 1, it can be concluded that of the 30 respondents in this study, there were more male respondents than female respondents. Where the number of male respondents was 20 people with a presentation of 66.7% while the number of female respondents was 10 people with a percentage of 33.3%. From several tables that have been explained, it can be interpreted that work culture has a significant influence on the work ethic of employees in the Socialization Sub-Directorate of the Directorate of Social Affairs, National Police Headquarters. By adhering to the moral principles that are owned, it fosters strong beliefs based on the values that are believed, have high spirits and are serious about realizing good achievements.

Another study conducted by Yani Restiani Widjaja, Adnan Ginanjar (2022) entitled *The Influence of Leadership and Work Motivation on Employee Performance* concluded that the purpose of this study was to determine how much leadership and work motivation influence employee performance at the Industry and Trade Service of West Bandung Regency. The results of this study indicate that partially leadership influences employee performance and work motivation does not affect employee performance. So that simultaneously leadership and work motivation influence employee performance at the Industry and Trade Service of West Bandung Regency.

Based on previous research conducted by Yani Restiani Widajaja, Wida Hidayati, Nur Fitrisari (2024) entitled *Comprehensive Analysis of Human Resource Development on Employee Performance in Hospitals: Literature Review*, it can be concluded that overall research, HR management is not only about managing employees, but also about creating a work environment that allows employees to develop and achieve to improve organizational performance and achieve sustainable competitive advantage. Therefore, investment in HR management and human resource development is a very important investment for the long-term success of the organization.

Based on previous research conducted by Yani Restiani Widjaja, Yuni Susilawaty, Purwadhi Purwadhi (2023) with the title *Strategy for Developing Health Center Performance in Efforts to Provide Excellent Service Based on the Balanced Scorecard Method (Case Study at the Arjuno Health Center, Malang City)* it was concluded that the results of measuring the overall performance of the Arjuno Health Center using the Balanced Scorecard Method. The Arjuno Health Center shows that the Arjuno Health Center has implemented health center management control in the form of supervision of planning, budgeting and accountability activities by measuring performance to determine the level of achievement of the strategy in achieving the goals of the health center.

Related to the description above, the researcher is motivated to find out and study more deeply through a study at the L'Avenue Office and Residence, South Jakarta regarding the Human Resource Department/HRD Strategy in increasing employee work productivity. The reason the researcher chose this location is: the theme that the researcher raised is in that location, the ease of obtaining data access that allows effectiveness and efficiency in collecting the data and information needed, and the location is relatively easy for the researcher to reach. In addition, the researcher is interested in choosing this theme because there are problems of indiscipline among employees and a lack of knowledge regarding standard operating procedures (SOP) for new employees in the L'Avenue Office & Residence Building.

L'avenue Office & Residence is an integrated complex, a non-3-in-1 area, consisting of a spectacularly designed office tower, two apartment towers with vertical gardens on the 9th and 21st floors, and equipped with a lifestyle retail area, all within easy access to the toll road. The

building structure has 23 floors, a total of 756 units from three towers, Tower Office has 134 units, Tower North 266 units, Tower South 356 units. For the overall occupancy is 2,245 people.

As for the existence of HR at L'Avenue Office & Residence, not all of them have the competencies or backgrounds that are in accordance with their main tasks and functions, while on the other hand, the task of supporting the achievement of the company's vision and mission must still be carried out with maximum effort for better service quality. In this writing, I identify the problems in the L'Avenue Office and Residence company which are identified as having the following problems; L'Avenue HRD Leadership Strategy, Lack of communication skills and abilities, which affect low productivity and service to tenants.

The company's vision is "Making urban communities feel at home in the city". While the company's mission is "Developing innovation, and providing the best service in all aspects to support the company's vision". Based on this vision, it is clear that service is the main key in the company. Therefore, an effort is needed to increase the work productivity of L'Avenue Office and Residence employees. Based on the description above, the researcher conducted a study entitled "Human Resource Department Strategy in Increasing the Work Productivity of L'Avenue Office and Residence South Jakarta Employees".

RESEARCH METHOD

In qualitative research, the selection of a set of places and time of research is absolutely necessary. The selection of a set of places and time of research is adjusted to the problems to be answered through research. This research uses a qualitative research approach. According to Sugiyono (2017, p. 19) qualitative research is a research method used to research natural object conditions, and the researcher himself as the key instrument, the data collection technique used with triangulation of data obtained tends to be qualitative data, the data analysis is inductive or qualitative, and the results of qualitative research are to understand meaning, understand uniqueness, construct phenomena and find hypotheses. This researcher uses a case study method.

RESULTS AND DISCUSSION

Observations made by researchers on site are also very useful to support the completeness of data and research information that is carried out more perfectly and to find out the phenomena that occur. So the results of the observations obtained are as follows:

1. Employees who are still less skilled in using digitalization systems. Based on observations, L'Avenue Office & Residence has 283 employees.
2. The author observed that the implementation of research activities at L'Avenue Office & Residence was structured.
3. The author observed that starting from the Building Manager, Deputy Manager, Human Resource Department, and Head of Department, they monitored the performance of all employees.
4. Based on the research results, in 2024, routine training was carried out for all employees in each department.
5. Based on the author's observations, there are still several employees who are not disciplined or are late.
6. Based on the author's observations, there are still some employees who are not very skilled in using digitalization systems.

CONCLUSION

Based on the results of descriptive qualitative research with observation and interview techniques conducted at L'Avenue Office & Residence on the Human Resource Department's Strategy in Improving Employee Performance, the following conclusions can be drawn: Lack

of training for all employees. This requires efforts by the Human Resource Department in providing routine training and deepening standard operating procedures for employees in order to increase productivity.

Obstacles faced in increasing productivity include employees who still have old thinking/mindset or have difficulty following the development of digital technology, poor coordination between departments, overlapping work, lack of discipline, high employee turnover. Ways to overcome the obstacles faced include the commitment and efforts of the Human Resource Department in creating training programs for all employees which are carried out periodically, conducting product knowledge refreshment periodically, selection in employee recruitment to match their educational background.

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