

HUMAN RESOURCE MANAGEMENT OVER MAINTAINING EMPLOYEE PERFORMANCE AT SR GROUP

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Abstract

The SR Group Trading Business is a business that operates in plantations and agriculture as the main sector, and sells electronic goods as a form of business expansion. This business was founded in 2010, this business has an Official Business License. SR Group plays a role in providing job vacancies for local people, especially at low levels of education who do not have formal employment opportunities, or who do not have special skills. From the positive role played by the SR Group, the opinions and perspectives of workers regarding the leadership's steps so far in managing its human resources are still needed to find out how effective the leadership patterns, work systems and reward systems that have been used by the SR Group have been in maintaining the organization through policies. in Human Resources management. For this reason, researchers used qualitative methods which were applied descriptively in obtaining information and compiling data so that the research results showed that the type of democratic leadership used by SR Group was proven to bring positive feedback with a good level of satisfaction.

Keywords: *Human resources, employee satisfaction, leadership*

Introduction

In organizational life, members are the support for the establishment of the organization. Therefore, the management of humans as the main component in the organization needs to be considered. As regulated in the Law of the Republic of Indonesia Number 13 of 2003 concerning Employment, it regulates the legal aspects of human resource development (HR). Thus, special treatment is needed to pay attention to the workforce. The reason for the existence of Human Resource Management (HRM), which is a field of management, is rightly stated (Edy Sutrisno (2012: 6) in Benjamin, et al., 2017, p.11) that, "HRM is the activity of planning, procurement, development, maintenance, and utilization of HR to achieve goals both individually and organizationally." Closely related as a branch of management science that is inseparable from the main functions, namely; planning, implementing, and controlling the organization, HRM is a field that moves in managing resources in the form of humans within the organization. This includes HR management from a trading business, SR Group, which has been established since 2010 and is owned by Mr. Sukiman, who also has a background as a farmer. This trading business operates in the agricultural sector as its main business, in addition, SR Group also has several other businesses including electronics. Its role in assisting the local economy in Mencon Village as the main location and several other surrounding villages brings benefits, especially for farmers who do not have private land, or seasonal workers.

From this, humans always become the main focus in discussing the management structure of an organization; essentially, humans are complex and unique creatures of God created in the unity of two substances that do not stand alone, namely the body (physical) as a material element, and the soul which is non-material. The most intensive working relationship in the organizational environment is between leaders and the workers (staff) beneath them. Therefore, in understanding each individual in the organization, it is impossible for a leader to operate all systems, considering that leaders are also creations full of contradictions. Meanwhile, the complexity in managing human resources, which is the main capital, is certainly greatly influenced by the leadership model being implemented. The feedback received from the type of leadership or the way leaders lead the organization is directly proportional, as it has been said that Leaders who can guide the team through conflict with open and transparent communication tend to be effective. Meanwhile, the complexity of managing human resources, which is the main capital, is certainly greatly influenced by the leadership model being implemented. Feedback received from the type of leadership or the way leaders lead the organization. If in the process the leader provides a positive image or is perceived positively by subordinates or employees, then employees will also provide positive feedback in the form of: good performance, increased productivity, achieved targets, reduced failures, increased employee satisfaction, staying in the organization for a long time, voluntarily contributing creative ideas, and much

more. Therefore, effective communication is needed to maintain organizational harmony, which, as stated (Lenida Munthe, 2024, p.6), in the context of interpersonal relationships, good conflict management allows individuals to build healthy and meaningful relationships with others. The use of effective communication strategies helps in expressing feelings, needs, and expectations clearly and honestly, which in turn strengthens emotional bonds and deepens interpersonal connections.

An analysis is needed to determine the extent to which HR Management practiced by SR Group relates to leadership style and HR management to maintain employee performance effectiveness, which is then compiled descriptively to understand the full picture of the application of HRM in related business efforts.

Method

The data collection method used and applied in this paper employs a qualitative approach, where the qualitative research applied in this paper aims to understand information including perceptions, behaviors, motivations, and participation expressed by the research subjects, or otherwise known as the respondents of the HR Management research at SR Group. Several informants involved in this research include the Owner, key employees, field employees, and seasonal workers as additional informants. The informants are not only centered on employees; in this research, the perspectives and opinions of leaders are also considered because leaders are the pioneers of the business being studied and hold both general and core information that underlies the establishment of the business. However, without being distracted by the main topic where employee opinions are the main element in this research, the names of the informants have been anonymized to protect their privacy from unwanted matters. In the information gathering, respondents are ensured not to be pressured by superiors or related organizations. Thus, the information obtained is considered honest and pure.

In general, this research is a descriptive study where its composition is aimed at depicting, summarizing situations, conditions, and some phenomena of reality that exist in a business field, including the relationship between employees and leaders, lower employees and superiors, or other patterns of life in the working world. The decision to choose this method is also influenced by the image of quantitative research, which has weaknesses that are too positivist.

According to the author, in managing information, numerical data is not a reference that can be viewed broadly or holistically; moreover, this approach always demands positive comparisons to prove the normality of distribution in data collection. The qualitative approach has a deeper view regarding the character of the objects being studied. In relation to the research objectives that focus on Human Resources, it is assumed to be more suitable to use this approach, as a form of effort to understand the psychology of respondents more specifically compared to using quantitative methods.

The location of the selected respondents is focused in an area close to the residence of the business owner as well as the place where the business is located, namely in Mencon Village RT 04/RW01, Pucakwangi District, Pati Regency. According to the provisions, information gathering is considered valid if the source is also valid, which in this case means that an informant must be honest, adhere to promises, comply with regulations, be communicative, not be a figure that contradicts the theme of the research, and have personal views on certain phenomena.

Results And Discussion

A brief history and profile of SR Group.

SR Group was established in 2010 and has already obtained an official business license SIUP (Surat Izin Usaha Perdagangan). Previously, this trading business was an individual venture in the field of plantations and agriculture. It is common knowledge that agriculture is the most widely pursued source of livelihood in Indonesia, especially in Central Java. This is also true for Mr. Sukiman as the owner of the business, who has a background as a farmer, gradually honing his skills until he succeeded in its management, while expanding the market and land. In the agricultural sector, there are several food products, among which sugarcane is the largest sector, followed by rice, corn, and some other food crops.

Not stopping at the agricultural sector, he began to establish a business by selling electronic goods and building 4 shophouses for rent, one of which is for his personal business, namely the location for selling household electronic goods, which can be said to be one of the largest in the Pucakwangi District. The store is named the same as his trading business, namely SR.

In relation to employee recruitment, Mr. Sukiman empowers human resources in Mencon Village and its surroundings, such as Klethek and Tretak Villages, as the largest contributors of human resources. However, this trading business does not yet have a website or email regarding the SR Group profile that

can be contacted. In recent decades, SR Group can be said to still be quite conventional, relying on phone numbers and chat applications, as well as group chats for communication.

He stated that the recruitment process is conducted semi-formally, targeting the community that has the potential to work in the field of agriculture and plantations as the largest sector. The recruitment process itself is aimed at individuals who personally come to register directly at SR Group. The benchmark requirements for being accepted to work at SR Group are actually quite general, including genuine intent, honesty, diligence, not being spoiled, not easily giving up, and other provisions typical of workers. The recruitment process is directly handled by Mr. Sukiman as the decision-maker. Although these requirements seem general, in practice, monitoring and observation will always be conducted.

As stated by (Benjamin, et al., 2017, p.2), "Human resources are the integrated capabilities of mental and physical abilities possessed by individuals, their behavior and characteristics are determined by their lineage and environment, while their work performance is motivated by the desire to fulfill their satisfaction." According to him, the mindset.

Capabilities and psychology up to physical strength can be influenced and backed by environmental history, such as family environment, living area, and education level. If there are responses that deviate from the discussion of the research topic, or find information that is irrational and exaggerated, then it is not the full control of a leader in controlling human nature.

As a researcher, leaning towards a certain party is a violation, so in practice, it is necessary to strive to be a mediator who can analyze from different perspectives, namely leadership, which can influence employee satisfaction, including directly and indirectly affecting employee performance levels. A healthy environment is certainly a key factor in increasing happiness in the workplace, both physically, psychologically, and in relationships among employees as well as the relationship between employees and leaders.

Because humans are an investment capital in business, their management is certainly not the same as goods or data. In managing human resources, companies have responsibilities that are not required by other management fields, namely psychology. Psychology has long been a concern in Human Resource Management, although in practice, neglect is often found for certain reasons. Neglect can occur for several reasons, often aimed at toughening employees' mental resilience in a harsh work environment. So that employees become accustomed to the demands of the job and are not weak in terms of mental strength, however, as times change, environments evolve, and generations shift, sometimes such applications are indeed not appropriate.

Recalling that "Human resources are living assets owned by the organization that play an important role in the success of an organization, because they are the ones who will carry out the goals and objectives of the organization" (Renita & Maya, 2018, P.13). Neglecting employees or complaints that serve as input for the development of the company is a form of anti-discipline because it will certainly impact the survival of the company. Therefore, paying attention to work health and the environment is an obligation, not an additional task.

As explained by the Leader of SR.Group, Mr. Sukiman, in his efforts, he has views and goals that are the main focus of establishing the business:

Vision : "To become a leading company in the plantation and agriculture sector by empowering the community, creating a positive impact on the local economy, and becoming a source of pride."

Upholding the values of equality and openness, as well as accepting input from various parties for mutual progress.

Compiling and preparing a list of interview questions directed at the Owner, Key Employees, Field Employees, seasonal workers. The research goes to the field to conduct interviews.

The role of SR Group engages in the sugarcane and corn plantation sector as well as other food crop agriculture such as rice in the agricultural sector for certain educational and age groups, as well as in the electronics business that employs young people as full-time employees. The role of this trading business has a significant impact on the surrounding community. The leader is directly involved in both administration and field observation. The working hours system applied in the plantation and agriculture sector is work. Half days, where work will start at 6 in the morning and finish at 11 in the afternoon. For the electronics business itself, an eight-hour work schedule without overtime is implemented.

Maintaining employee welfare at SR Group is done in several ways, including providing annual rewards in the form of THR (Holiday Allowance for Ramadan) for all employees without discrimination. In addition, it is not uncommon for certain bonuses to be given to employees with higher levels of contribution. To maintain togetherness and closeness with employees, the Leader also holds regular annual meals at their private residence. This event is held with a familial approach to maintain the ties of friendship among members and superiors. This type of leadership has the following characteristics: in the

process of motivating subordinates, it always relies on the opinion that humans are the noblest creatures in the world, always striving to balance the interests and goals of the organization with the interests and personal goals of their subordinates; happy to receive suggestions, opinions, and even criticism from their subordinates, and always striving to prioritize cooperation and teamwork in achieving goals. Therefore, it is not uncommon for respondents to state that in the salary system, the leader acts fairly.

It is known that in this category, SR Group has weaknesses in the complaint delivery system, which may occur due to a lack of innovation. The addition of innovations or programs by creating an online site or a suggestion box with a confidential name can be something that needs to be considered so that employees no longer feel hesitant to provide reviews, criticisms, and suggestions. The important role of internal communication in the organization is a benchmark for the leadership system of an organization and can be linked to employee satisfaction, as stated, "Clear and timely communication can help reduce this uncertainty by explaining the reasons behind changes and how they will affect employees" (Luluk, et al., p. 374).

The researchers found a uniform understanding of the procurement of occupational safety programs at SR Group, a business owned by SR Group that is conventional and traditional in the plantation and agriculture sector. Because almost the entire process relies on humans, from planting to harvesting done manually, the majority of employees have long experience in agriculture and understand well the equipment that needs to be used as a form of prevention against hazards from agricultural tools to exposure to pesticide toxins, as explained (Mely, et al., p. 26) "WHO data shows that the impact caused by pesticide poisoning can be very fatal such as cancer, disability, infertility, and liver disorders."

General knowledge such as using long-sleeved clothing that absorbs sweat and can protect from sunlight, using hats in the field, and wearing boots has been practiced for decades. The relationship between leadership patterns and employee satisfaction is aligned and mutually influences each other, it is stated that "the effectiveness of leadership is influenced by the suitability between the leadership style practiced by the leader and the maturity conditions of the employees. If there is a mismatch, the leader must change their style and adjust to a style that fits the maturity of the subordinates" (Sentot, 2018, p.6), while job satisfaction refers to the pleasant or unpleasant emotional state with which employees view their work.

Conclusion

This research is a descriptive qualitative study aimed at briefly yet broadly describing the Human Resource Management applied at SR Group, which is a legally licensed trading business engaged in the plantation and agriculture sector. Data information was obtained from direct interviews with relevant parties in the organization, involving the owner as the main informant, key employees, field employees, and seasonal employees. Therefore, the conclusion can be outlined as follows:

1. The role of SR Group in the local economy by employing local residents. In the plantation sector, this business relies on sugarcane and corn, cassava, which is then followed by rice in the agricultural sector. SR Group expands its business by opening an electronics business located in Soko Puluhan village, Pucakwangi district, Pati as a supporting sector by recruiting a number of young employees from the village where the owner resides and surrounding villages.
2. In the recruitment process, SR Group is conducted directly by Mr. Sukiman as the leader and owner, as well as decisions related to recruitment. In the interview, he explained that the selection of employees is based on the sincere intention to work hard by the job candidates, and the perseverance and independence in working, thus requiring field monitoring by trusted parties or even leaders who directly go to the field to observe the performance of employees.
3. At SR Group, there is no training and development process for employees in the plantation sector; training is conducted directly in the field and counted as work. Because most employees have a background as farmers, new workers in their field can learn from several seniors by going directly to the field. This approach becomes a gateway for SR Group in instilling a sense of family among employees by helping each other in the work environment.
4. The leadership applied at SR Group is not of the authoritarian type, even though the main work sector is open in the field. The type of leadership practiced is democratic, where the leader is open to receiving criticism, suggestions, and complaints from workers.
5. The reward system is also implemented at SR Group as a form of the leader's concern for the hard work of employees. Rewards are given in the form of Ramadan allowance which serves as a tool and reminder of the common perspective on beliefs, vision, or goals. The reward system is also held in the form of a communal meal event every year to commemorate the bond of togetherness that has been built while working together to achieve the organization's vision. A small portion of rewards is

also given in the form of individual or personal recognition for workers who are considered to contribute more to achieving the company's vision.

6. From the data obtained, the results of the interviews show employee satisfaction with the leadership style of the entrepreneurs is quite positive and there are no significant differences related to this from the opinions of the informants. In terms of work, it also received the same response, due to the implementation of light working hours, a low-pressure environment, and a salary system that is considered fair among workers.

Suggestions

From the description above, the author has several suggestions for the business of SR Group and the research conducted by the author. As with the pioneering of any business sector, it certainly experiences the most difficult points in its life level of building an organization by processing all components within the organization. Therefore, from the information obtained, it is known that SR Group in the administration, finance, recruitment system, and certainly including employee termination, all are carried out by the leader, so the decision-making system is centralized to the direct superior.

Although in practice the leader is quite democratic, this centralized decision-making system can become a source of declining organizational health. Thus, more powerful actions are needed and attempts to decentralize decision-making, such as recruiting employees for employee management, then providing special staff for recruitment, administration, and others.

Furthermore, it is hoped that researchers in the selection of samples or informants can involve parties outside the organization to obtain the perspective of the surrounding community regarding the operation of the organization so far, and the benefits as well as the negative aspects obtained according to the views of the local community. In-depth interviews also need to be applied with careful question selection to obtain more accurate data information. Lastly, it is hoped that SR Group can expand its business sector and be able to target the younger generation as its main customers.

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