

## Implementing Human Resource Strategy in Trans Studio Garden Tanjungpinang

Satriadi<sup>1</sup>, Tara Chairunnisya<sup>2</sup>, Fery Prayoga Saputra<sup>3</sup>,  
Fhertyna Apriyanti<sup>4</sup>, Irmawati<sup>5</sup>

<sup>1234</sup>STIE Pembangunan Tanjungpinang, Indonesia

<sup>5</sup>Universiti Teknologi Malaysia, Malaysia

Correspondent: [satriadi@dosen.stie-pembangunan.ac.id](mailto:satriadi@dosen.stie-pembangunan.ac.id)<sup>1</sup>

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**ABSTRACT:** Human resources are individuals who have structured abilities from a combination of thinking skills and physical abilities in an organization. Based on the results of brief interviews with several employees, the majority of employees said they felt less confident when serving visitors, this was due to a lack of coaching or training in communicating and operating rides on an ongoing basis. The objective of this study to description implications of human resource strategies at Trans Studio Garden Tanjungpinang. The research method uses a qualitative approach. This research used the purposive sampling method obtained 5 informants. The data analyzed by using triangulation. The results of this study indicate that Trans Studio Garden Tanjungpinang, in its human resource management strategy, provides training to all employees every 3 months to increase work experience and expertise in serving visitors. The suggestions in this study that companies can carry out training, especially related to public speaking to employees, this aims to improve employee communication skills for the better.

**Keywords:** Strategy, Human Resources, Employee



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## INTRODUCTION

Human resources are individuals who have structured abilities from a combination of thinking skills and physical abilities in an organization. According to Mathis and Jakson ([Away et al., 2021](#); [del-Castillo-Feito et al., 2022](#); [Febrian, 2022](#)), a person's nature and behavior are influenced by their offspring and environment, while work performance grows from an individual's desire to fulfill his satisfaction. Therefore, it is important to pay special attention to the process of managing human resources so that each individual can compete effectively and efficiently ([Salsabila et al., 2023](#)).

According to Sedarmayanti ([Ende et al., 2023](#)) HR is a step towards managing problems that occur in humans on the basis of HR being the main reference, mutually beneficial regulations, and

creating value, as well as organizational culture. The ideal human resource management is not someone who makes decisions and is in charge, but someone who provides direction in helping line management make more professional decisions ([Rahardjo, 2022](#)). Human resource management must be more involved in planning, managing, and controlling organizations related to human resource needs and training ([Cachón-Rodríguez et al., 2022](#); [Graczyk-Kucharska et al., 2022](#); [Utami et al., 2020](#)).

The reality that occurs today, HR planning in an organization, without good HR planning the company will be difficult to achieve its goals. According to ([Stahl et al., 2020](#)) human resources that are managed sustainably will have an impact on achieving the company's financial, sociological and ecological goals in the long term. The main purpose of HR planning is to ensure that the company has quality and number of employees in accordance with the capabilities of each field ([Sugiarti, 2023](#)).

According to Lazzaroti ([Papa et al., 2020](#)) companies must be more selective in planning such as employee selection, training, development and reward systems for employees. Human resource management consists of four main activities, namely: 1) Staffing, namely HR planning, recruitment and selection activities, 2) Orientation such as: training and career development activities, 3) Motivation such as: performance evaluation, incentives and bonuses, 5) Health insurance ([Bahri, 2022](#)).

According to ([Febrian, 2023](#)) employee development is important in the company for the long term where if this process goes well employees will have superior abilities in their fields. The HR development process requires a good strategy so that the results obtained are in accordance with the company's operational needs. HR development strategy, by definition ([Fitri Anggreani, 2021](#)) is a way to develop the quality of human resources in a better direction and have increased work ability. In another theory, it is also explained that human resource development is a form of awareness and structured of individuals carried out to improve the quality of life ([Murtafiah, 2021](#)).

According to Bamberger and Meshoulam ([Ashary, 2019](#)), HR strategy is a decision related to decisions in practices related to humans. Human resource strategy consists of a unique set of rules that relate to providing different messages about employees' work duties ([Collins, 2021](#)). Priyo ([Rosari et al., 2022](#)) explained that human resource management strategy is the most important part of corporate strategy which includes business strategy with human resource management. The purpose of the human resource strategy is to manage the skills, knowledge, and capacity of employees in an effective and efficient way in order to realize the organization's strategic targets in a sustainable manner ([Hamadamin & Atan, 2019](#)).

According to Sondang P.Siagian ([Selvias et al., 2021](#)), in developing human resource strategies, the parts that must be considered are:

1. Education and training activities.
2. Specialists in each work unit who are responsible for human resources
3. Practical, rational, objective, and standard work assessment

4. A reward system that is fair, reasonable and able to foster motivation to work as well as guarantees of safety and protection of works.



Figure 1. Trans Studio Garden Tanjungpinang

Trans Studio Garden Tanjungpinang is one of the tourist attractions that has opened a branch in Tanjungpinang City. This tourist attraction was officially opened on Friday, November 12, 2021, is an entertainment arena and play area with the first largest outdoor tourism concept in the Riau Islands province. This tourist attraction is precisely located on Jalan Adi Sucipto Km.11 which is directly related to Aston Tanjungpinang hotel.

Based on the results of brief interviews with several employees, the majority of employees said they felt less confident when serving visitors, this was due to a lack of coaching or training in communicating and operating rides on an ongoing basis. According to Meier's research ([Piwowar-Sulej, 2021](#)), HR strategies are effective in retaining employees for a longer period of time in an organization and encouraging employees to work more productively, share knowledge, commitment and be passionate that generate creative ideas in achieving business goals. Research conducted by Baron and Hannan, with qualitative methodology states that the application of effective human resource management is very important in the success of startup businesses in the long term ([Muslimat, 2023](#)). Based on the description above, the author in this study will discuss more deeply about the implications of human resource management strategies in Trans Studio Tanjungpinang. The novelty of this study is that there are still not many topics related to the implementation of HR strategies in Indonesian entertainment companies, especially in the Tanjungpinang area.

## METHOD

This research uses qualitative approach method. According to Moelong ([Krisnahadi & Septika, 2021](#)), descriptive qualitative is research that focuses on case studies that produce description data in the form of written words and patterns of informant behavior at the research location. Primary

data sources come from interviews and secondary data come from journals and reference books according to the research topic. In qualitative research, sampling techniques that are often used are purposive sampling, and snowball sampling. As already stated that purposive is a sampling technique of data sources with certain considerations. This particular consideration, for example the person who is considered to know best about what we expect, or maybe he as a ruler so that it will make it easier for researchers to explore the object / social situation under study. The sampling technique uses purposive sampling techniques with criteria for employees who have an important role in their fields. The sample used in this study amounted to 5 people consisting of 1 Branch Head, 1 HRD / HR Sector and 3 employees. The data analysis technique used in this study is interactive analysis. This model has 4 components of analysis, namely: data collection, data reduction, data presentation, and conclusions. According to (Moleong & J., 2014) "data analysis is the process of organizing and sorting data into patterns, categories, and basic urain units so that themes and places can be formulated working hypotheses as suggested by the data".

## **RESULT AND DISCUSSION**

Based on the results of interviews with informants as the head of Trans Studio Tanjungpinang branch, information was obtained, namely :

- a. Training is carried out on employees after the recruitment process with the aim of understanding their duties and responsibilities such as: resolve complaints from services provided and others.
- b. The lack of smooth communication in front of the general public is one of the obstacles that occur.
- c. Employee performance evaluation is carried out every 3 months.
- d. Sanctions are given if employees make mistakes with the SP (Warning Letter) system first.
- e. The company provides rewards in the form of bonuses to employees for good performance.

Based on the results of informant interviews as HRD / HR Field, information was obtained, namely :

- a. Training is carried out to employees before going to the field directly.
- b. Training participants consist of all active employees.
- c. Employee training is carried out no earlier than once every 3 months after the recruitment process of new employees.
- d. One of the obstacles when the training process is carried out is working hours.
- e. Performance evaluation is carried out when work contract renewal activities and HR coaching programs must be adjusted to the needs.
- f. The company provides sanctions, namely reprimands, second strong reprimands, third Warning Letter (SP 1), and finally Warning Letter (SP 2).
- g. The company provides rewards to each employee, namely bringing their families to use game rides at Trans Studio Garden Tanjungpinang for free.

Based on the results of interviews with 3 informants as employees, information was obtained, namely :

- a. Trans Studio Garden Tanjungpinang conducts training for employees every 3 months.
- b. The training provided by the company is related to jobdesk and maintenance of game rides.
- c. The training carried out added experience about vehicle operations in accordance with SOP (Standard Operating Procedure).
- d. When employees commit violations, the company will provide a warning letter as punishment.

The majority of employees will be given bonuses when they reach the target and some employees with less than one year of work do not get bonuses.

Based on the results of interviews with informants who have been presented in the results section related to the implications of human resource strategies at Trans Studio Garden Tanjungpinang. Analysis based on facts from the findings in the field as follows:

### HR Planning

Effective HR planning is essential to ensure Trans Studio Garden Tanjungpinang has the right staff to achieve its business goals. HR planning at Trans Studio Garden is carried out in several stages, starting from needs analysis, recruitment planning, training and development of human resources, job evaluation, and the use of technology. According to ([Tri Saputra et al., 2020](#)) human resource planning is a method of determining labor needs within a certain period of time, in terms of quantity or quality. Human Resources (HR) Trans Studio Garden Tanjungpinang provides training to all employees every 3 months, this is carried out to improve the skills and abilities of employees to better serve visitors. This is in accordance with the results of Mubarok's research ([Mubarok, 2021](#)) the design of human resource development activities includes: training, education and self-development. Self-development in detail is divided into four parts, namely: Analyzing needs, planning activities, implementing programs and evaluating programs. This is also emphasized in Tri Saputra et al., (2020) Manpower planning is the core function of the human resources department which is the main and critical task of the overall responsibility of the HR planning field.

### HR Strategy Barriers

HR strategies at Trans Studio Garden (TSG) Tanjungpinang can face several obstacles. Starting from Limited Local Workforce Skills, High Employee Turnover, Lack of Company Brand Awareness, Recruitment Competition, Cost of Strategy Implementation, Lack of Management Support, Work Culture Adaptation. Adapting the generally dynamic and fast-moving work culture of entertainment companies to Tanjungpinang's local culture that may be more relaxed needs to be managed properly. This can have an impact on the effectiveness of training programs and the adjustment of new employees. Trans Studio Garden Tanjungpinang employees while working often experience a condition of not confident communicating with visitors. This can occur due

to differences in the abilities and work experience of each employee. This must be considered by the company, where in the long run if employees are not improved the abilities of these employees will have an impact on their performance. In addition, the working hour factor is an obstacle for HR in carrying out the training process. (Fahmi, 2022) communication is an important factor in serving visitors, this will determine the level of success in achieving organizational goals, where this intercedes the dissemination of information about the message to be conveyed to visitors. The communication aspect needs to be given special attention by the company. Improving employee skills in terms of good communication will improve the quality of service that is more effective and efficient.

### HR Performance Evaluation

Work evaluation is carried out to each employee to determine the development of their work abilities. According to (Charli et al., 2022) work ability is the result of individual work in completing their tasks and responsibilities based on experience, proficiency, and seriousness with a certain time. Human Resources (HR) Trans Studio Garden Tanjungpinang conducts performance evaluations to employees every time the employment contract ends. This aims to see the development of the performance of each employee. If the employee has good performance, the company will offer a further contract extension. To ensure smooth operations and visitor satisfaction, Trans Studio Garden Tanjungpinang conducts periodic performance evaluations of its employees. The form of performance evaluation carried out at Trans Studio Garden Tanjungpinang:

1. Competency-Based Performance Assessment is carried out by measuring the ability and skills of employees in carrying out their duties. This assessment is based on the competency standards that have been set by Trans Studio for each position. The assessment methods used in competency-based performance assessments are in the form of observations, tests, and interviews
2. Goal-Based Performance Assessment is carried out by measuring employee achievement against the goals that have been set. This goal must be SMART (Specific, Measurable, Achievable, Relevant, and Time-bound). The assessment methods used in goal-based performance assessments can be in the form of performance reports, performance discussions, and key achievement assessments.
3. Behavior-Based Performance Assessment is carried out by assessing employee behavior in carrying out their duties. The behavior assessed must be in accordance with the cultural values of Trans Studio Garden Tanjungpinang. The assessment methods used in behavior-based performance assessment are in the form of Observation: , Behavior Scale, Critical Events.
4. Self-Evaluation is carried out by employees to assess their own performance. Self-evaluation can help employees to increase self-awareness about their strengths and weaknesses, as well as to set self-development goals. The self-evaluation methods used include work journals and structured self-assessments.
5. 360-Degree Feedback is a performance assessment method that is conducted by collecting feedback from various parties, such as superiors, co-workers, subordinates, customers, and suppliers. 360-degree feedback can help employees to know how they are perceived by others

and to identify areas where they need to improve. The 360-degree feedback collection methods used include: questionnaires and interviews.

This is in line with ([Setiawansyah, 2024](#)) which states that performance evaluation is an important process in HR to provide assessment, progress, achievement, and contribution from employees in the organization, where there is a reciprocal relationship for employee career development. According to Bangun, work appraisal provides benefits to organizations to determine the appropriate compensation range based on the quality of each individual's work and is useful as employee self-development for the long term ([Wijaya, 2021](#)). This performance evaluation activity is very important and needs to be carried out every certain period of time to help the company improve service well.

### **Punishment**

Based on my understanding of Indonesian and the context of a theme park, (punishment) likely wouldn't be used directly at Trans Studio Garden Tanjungpinang. Theme parks generally focus on providing a fun and positive experience, so they might use alternative terms for corrective actions. TSG might address guest misbehavior: Verbal warning, Call to maintain order, Increased monitoring, Access restriction termination of visit, Companies generally have rules that must be obeyed by their employees in the work environment. This requires discipline from employees to always comply with these rules. According to Fahmi ([Wijaya, 2021](#)), sanctions are conditions where employees accept that they are unable to perfectly do a job according to directions. The Human Resources (HR) Trans Studio Garden Tanjungpinang in managing employee who violate the first rule will give a sanction in the form of a reprimand, a strong reprimand, if there is a violation then a warning letter will be given. This is supported by Afandi's statement (Chania & Siregar, 2021) which means sanctions are punishments received by employees for violating work rules that have been mutually agreed between employees and management.

### **Reward**

Rewards are given to someone as an expression of gratitude for helping to do something. Rewards consist of several kinds, according to rewards generally given through compensation, praise, additional bonuses, and prizes for outstanding employees ([Syafiq, 2021](#)). The provision of bonuses from Trans Studio Garden Tanjungpinang to employees who have good performance is something that must be maintained. This can trigger other employees to be more enthusiastic at work in order to get bonuses as well as employees who have received bonuses before.

Trans Studio Garden (TSG) Tanjungpinang offers guest (awards) programs, there are a few possibilities: Employee Recognition TSG might have internal awards programs to recognize and reward outstanding employees for their performance, dedication, or contributions. Then continued with Special Events or Contests: During special events or promotions, TSG could hold contests or giveaways with prizes for guests. These might be social media contests or trivia challenges related to the park. Last, Guest Appreciation: Although not a formal rewards program, TSG might show appreciation to guests through surprise gestures like birthday shout-outs or upgrades (discounts or special treatment) for loyal customers. This is in accordance with the incentive theory according to Wangso and Harsono ([Chania & Siregar, 2021](#)), namely the

remuneration provided with the reference to employees obtaining work achievements that have been done. Providing employee incentives will encourage motivation while working, so that employee performance. Good employee performance will provide benefits in the process of achieving company goals (Nani & Vinahapsari, 2020)

### CONCLUSION

From the discussion, it can be concluded that Trans Studio Garden Tanjungpinang conducts training for employees every 3 months to improve the ability of each employee for the better. Obstacles that are often experienced by employees experience a state of insecurity when serving visitors and full working hours. Performance evaluation is carried out when the employment contract is concluded from the company. The company provides sanctions in the form of reprimands and warning letters to employees who violate the rules. Bonuses are given to employees who have good performance in the form of free use of game rides at tourist attractions.

Based on the research results can be suggestions. First of the steps to overcome the state of obstacles that occur in Trans Studio Garden Tanjungpinang is that companies can carry out training, especially related to public speaking to employees, this aims to improve employee communication skills for the better. Second, to overcome obstacles to working hours during the training process, HR can divide employee training schedules, so that employees continue to receive training without disturbing operational working hours.

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