

Performance-Focused Human Resource Development In IT Consulting Firms

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ABSTRACT. *Performance-focused human resource development in IT consulting firms. The purpose of implementing this program is to find out the management of human resources that occurs in the company, how companies manage human resources so that performance improvements can occur in IT consulting companies and what efforts have been made by companies to manage their companies that have an impact on improving performance as well as what assessment methods used by companies to measure employee performance. Problems that arise such as excessive working hours and other problems can be found in this new start-up company. The method used in this activity is online (using the Zoom us application, Google Meet) and face-to-face. The results of the research conducted indicate that employee performance is very good, companies can find solutions to their employee performance problems by providing some training, mentoring to bonuses that can increase motivation so that employee performance can increase and have a good influence on employees. The company uses the graph rating scale method and the alternative ranking method, where the employee who gets the top rank will be given an annual bonus by the company.*

Keywords : *Human resources, employee performance, IT consultant.*

INTRODUCTION

Technological development is central to the country's development which is now increasingly rapid. Its development needs to be accompanied by other supporting elements. In the face of increasingly advanced technological developments, quality human resources will be a strength for the company (BAB, 2021). Use of technology that widely used today i.e. computers. Computers are the most important asset, especially for a company. The increasing use of computers and information needs encourage the formation of computer networks that are able to serve the needs of society in this modern era.

In the midst of the rampant development of technology, there are still some people who have not been able to optimize the development of this technology. This is because human resources lack knowledge in applying theory to life. Whereas at present, if a company or agency is constrained in the development of IT, it will be difficult for a company or agency to develop. In addition, its function can continue to make updates and other developments that are in accordance with the times.

In the face of increasingly advanced technological developments, quality human resources will be a strength for the company. The increasing use of computers and information needs encourage the formation of computer networks that are able to serve the needs of society in this modern era (Dipang, 2013). Many companies have developed various kinds of IT infrastructure to support work. But in this case, its use is not optimal, there are still shortcomings and need to be updated. The source of information we get from each company certainly needs to be updated so that the data remains controlled over time. One way that can be applied is to develop various applications that are more varied and innovative.

The rapid pace of information technology makes companies that were not yet involved in the digital world, increasingly aware of the importance of providing digital information about the company to be more known by the crowd. Making websites and applications is a solution for many companies to introduce their products. The ability of professional personnel is certainly needed. However, many companies use application and website development service companies that provide products in accordance with what consumers need and want.

Information technology is becoming a lot of talked about, application development is getting easier and more users are making us decide to take the theme of information technology and focused on resources and performance in IT companies. Because the research was conducted in the midst of a pandemic and it was difficult to conduct research directly. So we chose to look for companies that can be researched even though they are online.

At first we found out first through the GizaLab website, and we found that GizaLab has collaborated a lot with well-known large companies. So we are interested in doing research in this company and want to find out how the performance of GizaLab employees to be able to work with large companies famous. In addition, GizaLab also has employees who are very professional in their fields so that they can help companies to compete in the digital era that continues to advance, especially helping to optimize in the IT field.

One of the companies engaged in IT consulting and mobile banking application development, health service applications, organizational websites, and so on. Must further improve human resources to improve the quality and quantity of sales. HR is a benchmark in running a business because there are many aspects that support the success of an organization, agency or company. However, the key to achieving this goal lies in the human aspect. Without quality human resources, companies will find it difficult to operate and work normally, even though other resources are available (Saidah, 2021).

Hasibuan, (2008) Managing relationships and roles of employees effectively and efficiently to achieve the goals of the company, workforce, and society is the science and art of human resources. Human resources in an organization are needed and important for the sustainability of the organization and company. These human resources must be carried out earnestly so that their goals and functions can run effectively.

The importance of human resources in an organization must also be balanced with improved human resource performance in IT consulting companies. The large number of company human resources does not guarantee that these resources will work for the company as desired and determined by the company (Saidah, 2021).

Consultants are persons or legal entities chosen by service users who have experience and expertise, consultants also provide consultancy services (advisory) in the field they are good at. They provide services ranging from analysis, opinions or opinions that are appropriate and can be used as decisions for service users (Indriani et al., 2019).

LITERATURE REVIEW

Performance

Performance is the result of work carried out in accordance with the criteria of work. Work has special conditions that must be met to achieve goals, also called job criteria (Bangun, 2012).

According to Kaswan, (2017) Performance is an indicator of how well people use their knowledge, skills, and abilities in the workplace to advance or measure organizational goals. Sutrisno, (2016) stated that employee productivity is the final result of employee efforts which are assessed in terms of quality, quantity, working hours, and cooperation for achieve organizational goals.

Performance indicators are categorized into five, namely *inputs*, *outputs*, results, benefits, and impact/influence indicators. Moehariono & Si, (2012) discuss the five performance indicators:

1. *Inputs*, namely the measurement of the effect of achieving performance indicators in an activity on socio-economic, environmental, or other public interests.
2. *Outputs*, namely the usefulness of output that is felt directly by the community. This can be in the form of availability of facilities that are open to the public or used by the public.
3. Results, i.e. It describes how the activity is carried out in the long run. And the ability of each product or service to meet people's requirements and expectations is measured by results.

4. Benefits, i.e. everything produced in the form of goods or services, whether tangible or intangible, as a direct result of the implementation of plans and initiatives based on input used.
5. Influence, which is everything needed to advance the implementation of a program to produce results, such as human resources, money, materials, time, technology, etc.

Performance Appraisal

Performance appraisal is a procedure used by organizations to measure how well a person performs their job duties. Evaluation can be done by comparing the work done by employees with labor standards (Bangun, 2012).

The graph valuation scale method according to Mathis & Jackson, (2010) is a scale that allows raters to continuously assess employee performance, and its simplicity is the reason for its widespread use. The rater marks the appropriate score on that scale for each task. The advantages of this method: 1). This method is widely used because it is simple, 2). This method is widely used in various ways because it is easy to develop. 3). This assessment is the fastest assessment carried out. However, this assessment has drawbacks: 1). Over time, different traits and factors are grouped together and appraisers are given only one box. 2). Descriptive words commonly used on a scale have different meanings to raters. Terms like initiative, credibility, and usefulness can be interpreted differently, especially when used in conjunction with words like excellent, *average*, and *inferior*.

Alternation Ranking Method, to do this method, there are several conditions used to assess each employee from the best to the poor. This is done by ranking employees from best to worst on one or many traits.

Human Resources

According to Hamali, (2016) human resources is a strategic approach to skills, motivation, development and resource management. According to Sunyoto, (2017) human resources are one of the most important factors in an organization or company, along with other factors such as assets and capital. According to Sulistiyani and Rosidah (2009 : 11) in Bintoro & Daryanto, (2017) argue that human resources are assets, functioning as capital (non-material / non-financial) in the organization business, which is physical and non-physical.

Therefore, to improve organizational performance and efficiency, human resources must be managed appropriately. Human resources are a company's assets and need to be managed, stored and used as best as possible to achieve the company's goals. Management must be more active in managing human resources to create employee performance that has

an impact on company performance. According to Triasmoko et al., (2014) human resources are the main element of an organization compared to other elements such as capital, technology, and.

Human resource management is a combination of two words with different meanings, namely human resources and management. Every individual who has a role and purpose in an organization is considered a part of human resources.

RESEARCH METHODS

This research was conducted at an IT consulting company, PT. Luluasa Cipta Asia. The data management technique we used in this study was interviews with employees of PT. Luluasa Cipta Asia. We analyzed the data already obtained to arrive at the conclusions that will be discussed in this study.

Data Collection Methods

1. Interview

This interview method is a question and answer between researchers and sources / informants to collect information, this interview is carried out to parties who are already competent in their fields.

2. Literature Study

The purpose of this literature study is for authors to gain a theoretical basis for analyzing their cases and the terminology they use. Hypotheses in articles are found in the literature of scientific papers and articles on the problem under study.

RESULTS AND DISCUSSION

PT. Luluasa Cipta Asia but better known as GizaLab is a company formed in 2018 this company is engaged in IT consulting that focuses on design and research to support The development of digital products that are easy to use and are seen by users. In addition to providing design and research services, the company also provides training services, company workshops and software development development . With the aim to make it easier for clients so that they do not need to find employees, because we have provided a competent team in their fields.

Because this company is a pioneering company, the number of employees of this company is still small but does not affect performance. Employee performance is very good with the division of divisions according to ability and there are also employees who try to

work in parts that are not their abilities but become a challenge in themselves and become a new experience for them. With few human resources, it makes them have good teamwork and keeps their company going.

Performance

Employee performance greatly affects the sustainability of the company, the performance of which will make the company grow. The method used by companies to assess the performance of employees is using the graphic rating scale method, where employees who have completed their work will be given an assessment with several criteria, some of which are achievement of targets, quality of work, responsibility for work, punctuality and attendance. After conducting an assessment using the graphic rating scale method, an alternation ranking method will be carried out where all employees who have been given an assessment using the previous method will be accumulated and will be ranked from the lowest value to the highest value. Those who get a high assessment will be given a reward/bonus at the end of the year, but the time is flexible.

In addition to providing rewards to employees who have good performance, the company also provides several facilities to improve the performance of company employees. Activities facilitated by the company are making mentoring or direct direction to employees for their duties and work, this is one of the company's efforts to Employees are not confused in doing the tasks they have to do. Short training is also carried out because direction without training is also less effective for improving employee performance. Because they work from home, of course, they routinely do briefings in the morning to talk about what they will do in the day and in the afternoon to report what they do. The use of English in meetings is also used in companies because clients who are abroad make them have to be able to use English. With rotating meeting guides, their public speaking skills continue to be trained.

They must also use the improvement of public speaking skills because it is not uncommon for them to hold training with participants from outside or for matters of talking to clients, of course, they must have this ability because they represent the face of the company in front of clients and it is very important because it can affect their cooperation. Of course, this habit is very influential and improves employee performance in the company.

The impact of efforts to improve employee performance is of course employee performance greatly increased. Employees are not confused about what they have to work on. Increased self-ability. With this performance improvement, it is certainly beneficial for the company. The ability of companies to increase sales of the services they run which is the

goal of the company and can increase their income and make the company more viewed with capabilities that can compete with other companies.

In this company, there are also employees working hours that are still not maximum, each employee should work 8 hours / day but there are employees who only work less than 8 hours / day and there are also employees who work above 8 hours / day. The appropriate division of work and the affirmation of working hours allow employees to carry out work according to company regulations. For employees whose working hours exceed the limit but are not counted as overtime because it is not the company's will but the wishes of its employees so it is not the responsibility of the company but How employees manage their time. If the workload of employees is too much and the deadline is approaching even though time management has been carried out very well, the company is better off giving more appreciation to the employee and discuss whether the employee or the team is time to add another employee to help with their work and have an impact which is better for the company.

Too much workload for some employees. Workloads that can be divided as teams not individuals who do a lot of work themselves, Important points from the good performance of employees is their liking for work that undergoes, a lot of workload but done because it likes it will not be a heavy burden. This company gives its employees the opportunity to try what they love. The company has a business unit engaged in education such as providing provision for people who are already working or not yet to increase their abilities. Provide opportunities for employees to try new things that may not be done by many companies such as being guest lecturers and even filling materi in seminars which corresponds to their ability.

The obstacles faced by working from home, of course, there is boredom because they only work alone, but there are also good impacts received by employees such as working hours More flexible, more effective working hours because employees do not have to travel sometimes tiring which may interfere with employee concentration in doing their work.

The trust of company owners in employees who cannot be seen directly by the eyes of their performance is also one of the important things for employees to improve their performance. But it will not work well if employees do not perform their responsibilities properly. Relationships are backwards and trust each other by communicating with each other is a solution when work is done from home it is better to communicate too much than to lose not There is news and work done so it is not monitored and it will be a problem for the team and the company if it is passed continuously.

Face-to-face meetings that occur at least once a month are also a way for companies to improve communication between employees. This meeting can also be a solution when employees are getting bored and want to interact with other employees, things that are better discussed directly become. It is easier to discuss with this meeting.

All companies have their own foreign ways to improve the performance of their employees. Because employees are the front line of the company. The better the performance of employees, the more advanced the company will be.

Likewise with this company that knows how to treat employees well so that employees are comfortable with their work, close communication even though they work from home and are always responsible for the work already assigned to them. Having employees who like their work is a distinct advantage for the company because they will work wholeheartedly for their company and they still get the rights and Continue to carry out their obligations with this, employee performance will continue to increase. employee trust in other trusts so that their work can be reduced because it is done together. Companies open job vacancies if the workload is considered very large for each employee and so that work can run more effectively.

Career path

In PT. Luluasa Cipta Asia career path is divided into 3 levels, namely junior for those who have not been in the industrial world for long, middle has worked for 3-5 years and senior has worked for more than 5 years. The good impact is that employees can have experience in other fields that are different from what they are used to. However, the bad impact is that work that is too widespread will make employees' minds divided and not focus on part of the responsibilities given by the company. Work becomes redundant which can reduce the performance of the employees themselves.

In PT. Luluasa Cipta Asia S1 graduates dominate in companies with majors that are in line with the company, there are also SMK graduates with majors that are in line. However, not all employees have an educational background that is in line with what he does in the company. For example, there are architecture graduates who work in this company, it proves that the company can accept employees with backgrounds that are not in line with the company. Companies can also accept other graduates besides S1 Education graduates in the company, so the company assesses the ability of its employees not only based on their educational background.

Bonuses, Guarantees and Benefits

During the pandemic, companies have implemented a work from home (WFH) system for all their employees, the impact of working with a system like this is that working hours have become irregular in the past Working 8-9 hours/day becomes more than 12 hours. For employees who do work beyond the specified working hours, there will be additional costs for dinner, snacks and reimbursements.

Providing facilities is also a way for companies to improve the performance of their employees. Starting from laptops that are more supportive for their work and other things. After passing the probation, the company will facilitate employees to attend training activities and workshops to support skills. In addition, the company will also provide recreational allowances that are conditional. For the guarantee of PT. Luluasa Cipta Asia provides guarantees in the form of BPJS PK for its employees. The provision of holiday allowances equivalent to 1 time salary is also given to employees.

The provision of bonuses, guarantees and benefits can certainly improve the performance of the employees themselves, because the cloud has more motivation in its work. With the increase in work motivation, it will certainly have an impact on better employee performance and progress for the company.

Concluding Conclusion

PT. Luluasa Cipta Asia but better known as GizaLab is a company formed in 2018 this company is engaged in IT consulting that focuses on design and research to support Development of digital products that are easy to use and seen by users. Companies that are pioneering with a small number of employees make each employee have good teamwork to make the company continue to advance. However, with a small amount of human resources does not affect the performance of its employees. To determine the performance of employees, the company uses the graphic rating scale method and the alternation ranking method so that employees will be seen with The performance level is very good or high and the one with the performance level is low.

Suggestion

In improving the performance of its employees, companies make mentoring or direct direction on tasks and work so that employees are not confused in doing the tasks they get. They must also use the improvement of public speaking skills because it is not uncommon for them to hold training with outside participants or for matters of talking with clients, because

it can affect their cooperation. And the provision of facilities is also a way for companies to improve the performance of their employees. So that the performance of employees will increase and make the company more advanced.

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