

Strategy Implementation to Improve Human Quality Resources in Semi-Permanent Building Provider Company I-Cont

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DOI: <https://doi.org/10.52403/ijrr.20220639>

ABSTRACT

PT. Karya Inti Abadi Kontainer is a container modification company that focuses on creating business stalls from containers deemed unworthy for logistic purposes. We are the solution for MSME business owners with a modern design, practical uses, and economical prices. High-performing workers are needed to function appropriately inside the company for customers' satisfaction. That is why a good and formidable human capital plan is required for the company to achieve its strategy. This paper describes human capital plans and how to achieve them.

Method – Using the human capital plan framework

Result – The paper's whole plan of human resources will help the company implement a practical human resource.

Keywords: HR Management, Training and Development, Recruitment.

INTRODUCTION

The price to purchase permanent buildings increased yearly, creating the opportunity for semi-permanent structures to rise recently. On the other hand, many unused containers do not pass the roadworthiness test for logistics needs. It was unfortunate because containers have many functions- it was sturdy, durable, and safe. It can be used to replace permanent buildings for multiple needs.

Meanwhile, a place is needed to establish a business for operational reasons. Renting or buying a permanent-building shop is very expensive in Java and Bali. Sometimes, people in the industry went bankrupt because of the imbalance between income and the outcome they had to pay for renting shops. We see that all the above situations matched perfectly to create a solution made by our company.

Ubai Dillah, Michelle Eulalia Jones, and Alfianida Wulandari established PT Karya Inti Abadi Kontainer, which became the solution as the company that provides a semi-permanent building from the containers abandoned in the yard. Our company would take a trademark logo of 'I-Cont' as the channel for customer perception and integrated experience to make a difference between the competitor and us (Syah, 2013). Our company will focus on using this semi-permanent building as a business space for MSME (micro, small and medium) entrepreneurs. The company targets one of the Indonesian MSMEs' most prominent industries, the food, and beverage industry. It will focus on that for the first year before expanding the targeted industries further. Food and beverages are an attractive and promising industry in Indonesia, which has grown by an average of 8.16%. The role of this industry has

penetrated the contribution of exports in Indonesia with a total value of USD 31.17 billion or, in percentage, contributed to 23.78% of exports for non-oil processing industries. It will become a promising aspect with many merits and common interests for both parties.

We will focus on the food and beverage industry around Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek). For the middle-term goals, PT. Karya Inti Abadi Kontainer will expand our focus into West Java and Central Java while expanding the market industries into the automotive industry as one of the top five industries in Indonesia. While the long-term goal, the company will focus on the entire Java Islands and Bali and expand the focus into the property industry.

MATERIALS AND METHOD

Business comes from what customers want to buy, and second, it must be able to survive in the competition (Grant, 2010). PT. Karya Inti Abadi Kontainer was born from all of that. The company aims to establish the best semi-permanent building provider using containers in Indonesia. That goal would be achieved by giving the best services that any other semi-permanent building providers would not do. I-Cont would provide a *one-stop solution* from start to end for our customers. We offered services from consultation, purchase, delivery, service, and maintenance until container resale. All of the above benefits would not be achieved smoothly without the capable and formidable employees inside the company.

Sometimes, people keep forgetting the essential thing in the company. It was true

that operational and marketing within the business are crucial. An operational plan is necessary because the pace of the business will be fast if the operational department implements the right and proper strategy (Prabangkara, et al., 2021), developing the strategical STP to make a brilliant marketing strategy (Andayani, et al., 2020) are very important. Still, talented human resources would balance the perfect operational and marketing plans. After all, the ideal company is established by a brilliant marketing plan, formidable operational plan, reliable human resources, and stable financial and sturdy risk management.

Though, reliable human resources would not come quickly (Yusuf, et al., 2019). While on the other hand, every company wants to employ reliable, loyal, and honest people (Hasyim, et al., 2019).

Human Capital Goals and Strategies

The purpose of Human Resources of PT Karya Inti Abadi Kontainer is to build professional and innovative human resources to support our business activities in expanding multi-industry markets. As mentioned above, we are targeting Indonesian MSME business owners, focusing on the food and beverage industry (Y.1-Y.2), the automotive sector (Y.3-Y.4), and the property industry (Y.>-5). I-Cont needs capable human resources inside the company to meet our clients' expectations and know the background of the industries we are targeting. The following shows the goals and objectives of PT. Karya Inti Abadi Kontainer:

Table 1: Goals and Objectives of PT. Karya Inti Abadi Kontainer

| Goals | Objectives |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Short-Term Goals (Y.1 – Y.2) | |
| Have a competent marketing worker with an understanding of the situation in the market share of the food and beverage industry | Recruiting people with knowledge and experience in the food and beverage business (knowing the ins and outs, as well as the leading players from the industry) |
| Obtain human resources who have the scientific and technological expertise | Recruiting people for the digital marketing division who know how to find the right keywords to spread awareness about the company to potential consumers and learn how to make attractive advertisements Recruiting people who have a minimum of two years of experience and have a certificate of expertise for experts in container modification. |

| To be Continued | |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All workers to understand tasks and job descriptions | Conduct a planned and systematic training with a direct approach within the company |
| Medium-Term Goals (Y.3 – Y.4) | |
| Have people in the marketing department who have specific knowledge of the automotive business | Recruiting human resources in the field of marketing who know the background and big players in the automotive field |
| Designing job evaluation within the company | Carrying out performance evaluation routinely once a year to determine employees' competence |
| Conducting employee training and development | Conduct employee training and development once every six months for managers and employees in each division |
| Long-Term Goals (> Y.5) | |
| Have people in the marketing division who have in-depth knowledge, especially in the property industry | Conduct intensive training for marketing staff to prepare for entering the new property sector as a target Recruiting employees in the field of marketing who have the knowledge and skills to establish an appropriate strategy to enter the property industry |
| Conduct retraining to develop employees' knowledge and skills | Provide opportunities for every employee to take part in education both academically and non-academically. |

Corporate Culture

Corporate culture is divided into 3 (three) parts: artefacts, assumptions, and company values.

a. *Company Artefacts*

Artefacts are part of the most outward and visible part of corporate culture (Schein, 2004), which is an essential aspect of organizational culture. These artefacts can be found in the form of physical elements of the company. It can also be architecture and symbols representing the company. I-Cont creates unique catchphrases for everyone to know about our business: "Your Container, Your Choice!" Which could represent perfectly that PT. Karya Inti Abadi Kontainer can design any container that fits customers' needs and specifications.

b. *Corporate Values*

PT. Karya Inti Abadi Kontainer has three values: *professionalism, integrity, and togetherness*. Everyone in the company should respect the three values to create harmonious and smooth business activities.

c. *Company Assumption*

PT. Karya Inti Abadi Kontainer emphasizes the customers' satisfaction by the importance of services and convenience. Our service of *one-stop solution* provides consultations, purchase, delivery, maintenance, services, and resale for every customer. We also use new technology, using polyurethane injection to maintain a cool temperature inside the container and a *knock-down* system to reduce cost.

RESULT AND DISCUSSION

Human Capital Plan

Human capital plan of PT. Karya Inti Abadi Kontainer is adjusting to establish high-performing divisions to create a conducive environment. The growth in the number of employees follows from how big the needs are in the company. I-Cont gives the authority of controlling human resources inside the company to the HC (Human Capital) & GA (General Arrangement) Division, with the HC & GA Manager as the leader. Though, each division had the right to declare the needs of staff. The numbers of people need in PT. Karya Inti Abadi Kontainer performs business activities with the following numbers of employees:

Table 2: Number of Employees Needed in PT. Karya Abadi Kontainer

| No. | Positions | Year | | | | |
|-------|-----------------------------------|------|----|----|----|----|
| | | 1 | 2 | 3 | 4 | 5 |
| 1. | President Director | 1 | 1 | 1 | 1 | 1 |
| 2. | Financial Manager | 1 | 1 | 1 | 1 | 1 |
| 3. | Marketing Manager | 1 | 1 | 1 | 1 | 1 |
| 4. | Operational Manager | 1 | 1 | 1 | 1 | 1 |
| 5. | HC & GA Manager | 1 | 1 | 1 | 1 | 1 |
| 6. | Tax Staff | 1 | 1 | 1 | 1 | 2 |
| 7. | Financial Staff | 1 | 1 | 2 | 2 | 2 |
| 8. | Business Development Staff | 1 | 1 | 2 | 2 | 4 |
| 9. | Digital Marketing Staff | 1 | 1 | 2 | 2 | 2 |
| 10. | IT Development Staff | 2 | 2 | 2 | 2 | 2 |
| 11. | Surveyor Staff | 2 | 2 | 3 | 3 | 3 |
| 12. | Design & Modification Staff | 2 | 3 | 3 | 3 | 4 |
| 13. | Operational Design & Modification | 10 | 14 | 18 | 22 | 26 |
| 14. | Trailer Driver | 2 | 2 | 4 | 4 | 4 |
| 15. | Storing Staff | 2 | 2 | 2 | 2 | 3 |
| 16. | Quality Control Staff | 2 | 2 | 3 | 3 | 4 |
| 17. | Maintenance & Repair Staff | 2 | 2 | 2 | 2 | 3 |
| 18. | Procurement Staff | 1 | 1 | 2 | 2 | 2 |
| 19. | HSE & Compliance Staff | 1 | 1 | 2 | 2 | 2 |
| 20. | Recruitment & Assessment Staff | 1 | 1 | 1 | 1 | 1 |
| 21. | Legality & Human Resource Staff | 1 | 1 | 1 | 1 | 1 |
| 22. | Training & Development Staff | 1 | 1 | 1 | 1 | 1 |
| 23. | Office Boy (OB) | 1 | 1 | 1 | 1 | 1 |
| TOTAL | | 39 | 44 | 57 | 61 | 72 |

Recruitment

During the employee recruitment process, several stages need to be done: candidate search, document selection process, psychological test, interviews, medical tests, and psychological tests for specific levels. There will be an increase in the number of employees regarding the minimum qualification standards because the company

will get busier each year. The new candidate could be obtained by employee references (through a professional selection process), advertisements on the internet, or even university events.

These are the following chart of the process for recruitment for PT. Karya Inti Abadi Kontainer:

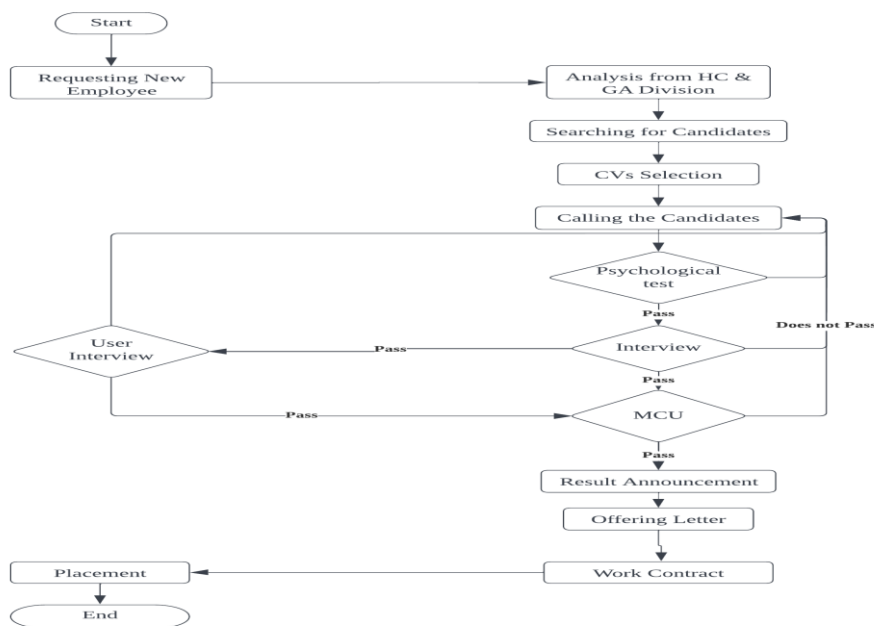


Figure 1: Flow Chart for Recruitment in PT. Karya Inti Abadi Kontainer

Training and Development

In the company, training and development are very important to improve the workers' abilities, knowledge, and effectiveness. The training will include all departments, but

specific training is only needed for certain divisions. The figure above shows the example of PT. Karya Inti Abadi Kontainer's training schedule for 2022.

TRAINING SCHEDULE PLAN PT. KARYA INTI ABADI KONTAINER 2022

| TRAINING SCOPE | NO | TRAINING PROGRAM | Participant | Target | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|-------------------|----|----------------------------------------|-------------|------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Leadership | 1 | MLP (Managerial Leadership Program) | 4 | Manager | | | | | | | | | | | | |
| Support | 2 | Employee Induction (Orientation) | 15 | New Employees | | | | | | | | | | | | |
| | 3 | Communication Skill | 5 | Marketing Div. | | | | | | | | | | | | |
| | 4 | Disciplinary Training | 7 | All Department | | | | | | | | | | | | |
| | 5 | Customer Satisfaction | 5 | Marketing Div. | | | | | | | | | | | | |
| | 6 | Taxes | 1 | Financial Div. | | | | | | | | | | | | |
| | 7 | BPJS (Insurance) Education | 15 | All Department | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| HSE (Health) | 8 | K3 Awareness | 10 | All Department | | | | | | | | | | | | |
| | 9 | Personal Protective Equipment Training | 9 | Operational Div. | | | | | | | | | | | | |
| | 10 | P3K | 6 | All Department | | | | | | | | | | | | |
| | 11 | Drill Training | 5 | All Department | | | | | | | | | | | | |
| | 12 | COVID-19 Education | 15 | All Department | | | | | | | | | | | | |
| | 13 | K3 Awareness | 10 | All Department | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| HSE (Safety) | 14 | Vehicle Maintenance | 2 | Driver | | | | | | | | | | | | |
| | 15 | K3 Induction | 9 | All Department | | | | | | | | | | | | |
| | 16 | Good Driving Training | 2 | Driver | | | | | | | | | | | | |
| | 17 | K3 Mechanical | 2 | Storing Staff | | | | | | | | | | | | |
| | 18 | Drill Training | 8 | Operational Div. | | | | | | | | | | | | |
| | 19 | HIRADC Training | 9 | Operational Div. | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| HSE (Environment) | 20 | P2K3 | 12 | P2K3 Team | | | | | | | | | | | | |
| | 21 | Training ISO 9001: 2015 | 8 | All Department | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Electrical | 22 | Electrical Installation Training | 4 | Operational Div. | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Maintenance | 27 | SOP & Maintenance Administration | 10 | Maintenance Div. | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Accounting | 28 | Tax Finance Accounting Training | 10 | Accounting Staff | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |

Jakarta, 06 Januari 2022

Training And Development Division

Figure 2: Training Plan for PT. Karya Inti Abadi Kontainer in 2022

Job Evaluation

Job evaluation stage at PT. Karya Inti Abadi Kontainer is carried out periodically to

control and evaluate employee performance. There are several judged aspects for every employee with the example below:


| I - CONT | | FORM | | | Doc. No. : 26 JUNI 2021 | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------|---------------|-------------|------------------------------------------------------------------------------------------------------------------------|-------------|--------------|----------|------------|-----|-------------|----------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|-----|------|-------|-----|----------|----|-----|------|--------|--------|---------|------|--------|-----|
| | | EMPLOYEE EVALUATION FORM | | | Rev. No. : 01 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Page No. : 01 of 01 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nama/Name | : Ubaidillah | Tanggal Join/Join Date | : 16 DES 2019 | | Periode Kontrak/Contract Period 27 JUNI 2020 until 26 JUNI 2021 Current Contract : 2 Next Contract : 3 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pendidikan/Educational Background | : S1 | Jabatan/Position | : STAFF | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tanggal Lahir/Birth Date | : 25 JAN 1988 | Divisi/Division | : HR | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Umur/Age | : 33 Years Old | Departemen/Department | : HRD & GA | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EVALUATED ITEM (Hal yang Dievaluasi) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 * | 2 * | 3 * | 4 * | 5 * | Catatan/Note | | | | | | | | | | | | | | | | | | | | | | | | |
| GENERAL SKILL | Attitude (Sikap/Perilaku) | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Discipline (Disiplin) | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Cooperation (Kerjasama) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Initiative (Inisiatif) | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Systematic (Sistematis) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| OPERATIONAL SKILL | Carefulness (Ketelitian) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Motivation and Work Oriented (Motivasi dan Orientasi Kerja) | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Environment (Lingkungan) | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Knowledge & working skill (Pengetahuan & keterampilan kerja) | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Working result quantity (Kuantitas hasil kerja) | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DISCIPLINE | Working result quality (Kualitas hasil kerja) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Creativity (Kreatifitas) | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Learning skill (Keterampilan belajar) | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Communication skill (Keterampilan berkomunikasi) | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | analytical & Problem solving skill (Keterampilan analisa dan memecahkan masalah) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| LEADERSHIP (Sup & Mgr) | Responsibility (Tanggung jawab) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Good attendance (Kehadiran baik) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Never receives warning letter (Tidak pernah menerima surat peringatan) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Work in accordance with company regulations (Bekerja sesuai dengan peraturan perusahaan) | | | | | √ | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Skill to motivates subordinates (Keterampilan untuk memotivasi bawahan) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL POINT | | (..... x 1) + | (..... x 2) + | (2.. x 3) + | (11.. x 4) + | (6.. x 5) + | = 80 | | | | | | | | | | | | | | | | | | | | | | | | |
| AVERAGE SCORE*** (Skor Rata-rata) | | ...80..... / 19 of 24 = 4,2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| *** (Total point is divided by number of items that are being evaluated) (Point total dibagi dengan jumlah hal yang dievaluasi) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Periode Absensi/Absentance Period : 1. a. Sakit/Sick : Hari/Day, b. Izin/Leave : Hari/Day, c. Alpa/no reason : Hari/Day 2. Keterlambatan/Late : Iya(Yes) / Tidak(No) ; Jika pernah/If Yes : Terlambat/Periode (Late / Period) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>Average Score</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>4,1 to 5</td> <td>Sangat Baik/Excellent</td> </tr> <tr> <td>3,1 to 4</td> <td>Baik/Good</td> </tr> <tr> <td>2,1 to 3</td> <td>Cukup/Fair</td> </tr> <tr> <td>≤ 2</td> <td>Kurang/Poor</td> </tr> </tbody> </table> | | Average Score | Description | 4,1 to 5 | Sangat Baik/Excellent | 3,1 to 4 | Baik/Good | 2,1 to 3 | Cukup/Fair | ≤ 2 | Kurang/Poor | Evaluated by :  (.....) | | <table border="1"> <thead> <tr> <th>TGL</th> <th>CLRK</th> <th>A_MGR</th> <th>MGR</th> <th>DEP. MGR</th> <th>GM</th> <th>DIR</th> </tr> </thead> <tbody> <tr> <td>FILE</td> <td>E. DIR</td> <td>M. DIR</td> <td>V. PRES</td> <td>PRES</td> <td>V. CHR</td> <td>CHR</td> </tr> </tbody> </table> | | | | TGL | CLRK | A_MGR | MGR | DEP. MGR | GM | DIR | FILE | E. DIR | M. DIR | V. PRES | PRES | V. CHR | CHR |
| Average Score | Description | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4,1 to 5 | Sangat Baik/Excellent | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3,1 to 4 | Baik/Good | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2,1 to 3 | Cukup/Fair | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ≤ 2 | Kurang/Poor | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TGL | CLRK | A_MGR | MGR | DEP. MGR | GM | DIR | | | | | | | | | | | | | | | | | | | | | | | | | |
| FILE | E. DIR | M. DIR | V. PRES | PRES | V. CHR | CHR | | | | | | | | | | | | | | | | | | | | | | | | | |

Figure 3: Form of Job Evaluation for Every Employee in PT. Karya Inti Abadi Kontainer

CONCLUSION

PT. Karya Inti Abadi Kontainer relies on the best services to compete with the veteran rivals inside the semi-permanent building providers business. That is why it will depend heavily on reliable, capable, and formidable human resources. Aside from modifying sturdy, durable, and economical containers to be used as stalls for business owners, the company also needs to make sure business owners are satisfied with our services. From the commitment and process until the result is felt by the business owners. All of the above would be achieved by having talented human resources in their fields, and it would not be easy to have such human resources, which would become I-Cont's challenge in the future. The company also needs to develop skills and competencies for the existing employees to enhance even better services to our customers. Training and development should be held regularly and need to be supervised by the specific division to develop the company even more.

Acknowledgement: None

Conflict of Interest: None

Source of Funding: None

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How to cite this article: Ubai Dillah, Michelle Eulalia Jones, Tantri Yanuar Rahmat Syah et.al. Strategy implementation to improve human quality resources in semi-permanent building provider company i-cont. *International Journal of Research and Review*. 2022; 9(6): 369-375. DOI: <https://doi.org/10.52403/ijrr.20220639>
