

ABSTRAK

INTISARI: Penelitian ini bertujuan untuk menilai keselarasan antara strategi sumber daya manusia dan strategi bisnis yang diterapkan di PT PJB Services berdasarkan pada penelitian yang pernah dilakukan oleh Haryono (2010) maupun Christiansen dan Higgs (2008). Penelitian ini menggunakan tipologi yang dikembangkan oleh Miles dan Snow (1984) yang mengkategorikan strategi bisnis dan strategi SDM menjadi *defender*, *prospector*, dan *analyzer*. Penelitian ini menggunakan dua instrumen, yaitu instrument pengukuran strategi bisnis *Multi-Scale Instrument of Conant, Mokwa, dan Varadarajan* (1990) dan instrument pengukuran strategi sumber daya manusia (SDM) yaitu *The New HR Strategy Instrument adapted from Miles and Snow's theory of Strategic HR System* (1990) dengan cara mengadopsi kedua instrumen tersebut dalam bentuk kuesioner. Penentuan tingkat keselarasan strategi SDM dan strategi bisnis diidentifikasi berdasarkan tiga klasifikasi yang dikembangkan oleh Christiansen dan Higgs (2008) yakni *tight alignment*, *minimal alignment* dan *misalignment*. Penelitian ini melibatkan 25 narasumber yang berasal dari dalam struktur organisasi PT PJB Services yang terdiri dari Direksi, Kepala Satuan, Manager, Asisten Manager, Staf Senior yang merupakan *subject matter expert* yang bekerja pada fungsi perencanaan dan implementasi strategi bisnis, pengembangan korporasi, dan sumber daya manusia. Melalui penelitian ini, PT PJB Services digambarkan memiliki strategi bisnis *defender* dan strategi SDM *analyzer* sehingga tingkat keselarasannya termasuk *minimal alignment*.

Kata kunci: tipologi strategi Miles dan Snow, *defender*, *prospector*, *analyzer*, strategi sumber daya manusia, strategi bisnis, keselarasan strategi

ABSTRACT

ABSTRACT: The purpose of this research is to assess the alignment between human resource strategy and business strategy applied at PT PJB Services based on the study of Haryono (2010) and Christiansen and Higgs (2008). This research uses typology by Miles and Snow (1984) which categorized business strategy and human resource strategy as defender, prospector, and analyzer. This research uses two instruments, Multi-Scale Instrument of Conant, Mokwa, dan Varadarajan (1990) as the measurement instrument of business strategy and The New HR Strategy Instrument adapted from Miles and Snow's theory of Strategic HR System (1990) as the measurement instrument of human resource strategy by adopting both instruments in the form of questionnaires. The determination of alignment level of HR strategy and business strategy is identified based on three classifications developed by Christiansen and Higgs (2008) that are tight alignment, minimal alignment and misalignment. This research involves twenty five informants from the organizational structure of PT PJB Services that consist of Directors, Head of Unit, Manager, Assistant Manager, Senior Staff who are subject matter experts working on the function of planning and implementation of business strategy, corporate development and human resources. As this research finding, PT PJB Services is described as having a defender business strategy and analyzer HR strategy so that the alignment level includes minimal alignment.

Keywords: Miles and Snow strategic typologies, defender, prospector, analyzer, Human Resource Strategy, Business Strategy, strategic alignment