

INTISARI

Tesis ini meneliti tipe Strategi dan Keselarasan Strategi Perusahaan yaitu Keselarasan antara Strategi Bisnis dan Strategi Sumber Daya Manusia. Latar belakang Penelitian adalah PTSI memiliki masalah dalam menyediakan Layanan Jasa (Produk) dan Sumber Daya Manusia. Menurut hasil evaluasi implementasi Rencana Jangka Panjang Perusahaan (RJPP) 2010-2014 PTSI memiliki masalah dalam penerapan strategi, tidak fokus dalam mencapai target pendapatan dan laba jangka pendek, keterbatasan sumber daya manusia, proses bisnis internal yang belum efektif dan efisien serta ketergantungan pada mitra kerja yang berdampak pada tidak tercapainya sasaran strategis dan kinerja perusahaan.

Rumusan masalah pada penelitian ini adalah penerapan Strategi Bisnis dan Strategi Sumber Daya Manusia yang tidak memiliki Keselarasan, berpotensi menghambat tercapainya Sasaran Strategis dan Kinerja Perusahaan. Tujuan Penelitian untuk mengidentifikasi tipe Strategi Bisnis dan Strategi Sumber Daya Manusia, menilai tingkat Keselarasan antara Strategi, serta mengidentifikasi aspek-aspek Keselarasan atau Ketidakselarasan antara Strategi. Penulis tidak meneliti hubungan antara Keselarasan Strategi dengan Kinerja Perusahaan. Teori yang digunakan adalah Teori Miles dan Snow (1984), tentang pengkategorian tipe strategi yaitu *defender*, *prospector*, *analyzer* dan *reactor*. Instrumen Penelitian menggunakan *Multi-Scale Instrument Conant, Mokwa and Varadarajan* (1990) dan *The HR Strategy Instrument from Miles and Snow's Theory of Strategic HR Systems* (1994). Metode analisis data menggunakan model Conant, Mokwa dan Varadarajan (1990) tentang pengkategorian Strategi Bisnis dan Strategi Sumber Daya Manusia menggunakan aturan kekuatan mayoritas (*majority rule*) berdasarkan struktur keputusan tanggapan yang paling sering dipilih. Penentuan Keselarasan Strategi menggunakan Model Conant *et al.* (1990) yang merupakan pengembangan teori *Dynamic of Fit* Miles dan Snow (1994) tentang keselarasan kuat (*tight alignment*), keselarasan minimal (*minimal alignment*), dan ketidakselarasan (*misalignment*).

Hasil penelitian menunjukkan tipe Strategi Bisnis dan Strategi Sumber Daya Manusia PTSI adalah kombinasi tipe *prospector-analyzer* dan tingkat keselarasan strategi pada keselarasan minimal (*minimal alignment*), yaitu Keselarasan pada perusahaan yang mengalami ketidakcocokan Strategi namun memiliki Keselarasan pada tipe murni yang ideal. Masalah yang dihadapi PTSI adalah masalah kewirausahaan yaitu pengawasan dan pertumbuhan, masalah keteknikkan yaitu cakupan teknologi dan penyangga teknologi dan masalah administratif yaitu koalisi dominan.

Kata Kunci : Tipe Strategi Miles dan Snow, *Defender*, *Prospector*, *Analyzer*, *Reactor*, Keselarasan, Strategi Bisnis, Strategi Sumber Daya Manusia, PT Surveyor Indonesia (Persero).

ABSTRACT

This thesis examines the type of Strategy and Corporate Strategy Alignment that is The alignment between Business Strategy and Human Resources Strategy. The background of this study is PTSI has problems in providing Services (Products) and Human Resources (HR). According to the results of the evaluation of the Company's Long Term Plan (RJPP 2010-2014) implementation, PTSI has problems in implementing the strategy, does not focus on achieving revenue targets and short-term profit, has limited human resources, internal business processes that have not been effective and efficient and the dependence on partners which impact on not achieving the strategic goals and company performance.

The author tries to connect between the problem, the data and the relevant theory that PTSI is facing the problems related to the implementation of Corporate Strategy, which are Business Strategy and HR strategy. The formulation of the problem in this study is the application of Business Strategy and HR strategy that does not have alignment, potentially obstruct the achievement of the Strategic Goals and Corporate Performance. The objectives are to identify the type of business strategy and human resources strategy, assess the degree of alignment between strategies, and identify aspects of alignment or misalignment between the strategies. The author doesn't examine the relationship between Strategic Alignment with Company Performance. The theory used is Miles and Snow (1984) theory, the categorization of the type of strategy which are Defender, Prospector, Analyzer, and Reactor. The Study Instruments used are Multi-Scale Instrument Conant, Mokwa and Varadarajan (1990) and The HR Strategy Instrument from Miles and Snow's Theory of Strategic HR Systems (1994). Methods of data analysis used is Conant model, Mokwa and Varadarajan (1990) about the categorization of Business Strategy and HR strategy using the rule of majority power (majority rule) based on the structure of the response decision that is most frequently selected. Determination of Alignment Strategies used is Model Conant *et al.* (1990) which is the development of Miles and Snow (1994)'s the Dynamic of Fit theory on tight alignment, minimal alignment, and the misalignment.

The results showed that the type of business strategy and human resources strategy of PTSI is the combination of the type of Prospector-Analyzer and the level of alignment strategy is in minimal alignment, that the alignment in the company experiencing a mismatch strategy but has the alignment on ideal pure type. Aspects of misalignment between the strategies have been identified that the problem faced by PTSI is the entrepreneurship problems which are controlling and growth, technical problems which are technology coverage and technology buffer, and administrative problems that is dominant coalition.

Keywords: Miles and Snow Type Strategy, Defender, Prospector, Analyzer, Reactor, Alignment, Business Strategy, Human Resources Strategy, PT Surveyor Indonesia (Persero).