

ANALISIS PERAN *HUMAN RESOURCE BUSINESS PARTNER* DALAM PENGELOLAAN SDM DI PT. TELKOM AKSES SINGARAJA

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ABSTRAK

Penelitian ini bertujuan untuk mendeksripsikan fungsi MSDM yang dilaksanakan, pencerminan peran HRBP, serta faktor pendukung dan penghambat penerapan HRBP di PT. Telkom Akses Singaraja. Penelitian ini menggunakan metode kualitatif dengan jenis kualitatif deksriptif, sehingga dalam pengumpulan data dilakukan melalui wawancara, observasi, dokumentasi, dan triangulasi. Wawancara melibatkan informan kunci dan pendukung, sehingga informasi yang diberikan akan melalui triangulasi sebelum dianalisis. Analisis data pada penelitian ini menggunakan model analisis Miles & Huberman (1984) dan merujuk pada konsep empat peran HRBP yaitu *Strategic Partner*, *Administrative Expert*, *Employee Champion* dan *Change Agent*. Hasil penelitian menunjukkan bahwa fungsi MSDM yang dilaksanakan di PT. Telkom Akses Singaraja meliputi pengorganisasian, pengendalian, pengadaan, pengembangan, kompensasi, pemeliharaan dan kedisiplinan. Pencerminan peran HRBP diperoleh dari pelaksanaan fungsi MSDM di area Singaraja, *Strategic Partner* dicerminkan melalui pelaksanaan koordinasi antara pusat dengan area. Peran *Administrative Expert* tercermin melalui pelayanan administrasi oleh HRD yang didukung sistem digital, sehingga peran ini menjadi peran dominan yang dicerminkan karena fokus peran HRD area dalam administrasi. Peran *Employee Champion* dicerminkan melalui pelaksanaan konseling sebagai upaya penyelesaian konflik kerja serta pelatihan terstruktur guna mengembangkan kompetensi karyawan. Peran *Change Agent* dicerminkan melalui penyampaian informasi terkait perubahan yang terjadi di perusahaan melalui sosialisasi, *sharing session* atau penyampaian pada apel mingguan sampai ke grup internal. Faktor pendukung penerapan HRBP di area Singaraja terdiri atas responsivitas karyawan, program pelatihan yang terstruktur, konseling, dan koordinasi antara area dengan pusat. Sedangkan faktor penghambat terdiri atas jarak wilayah operasional yang luas, keterbatasan personel HRD, serta keterbatasan dalam proses pengambilan keputusan. Dengan demikian, penerapan HRBP di PT. Telkom Akses Singaraja tercermin dari pengelolaan SDM, akan tetapi masih memerlukan penguatan dalam peran strategis.

Kata-kata kunci: *Human Resource Business Partner*, Pengelolaan SDM, HRD Area, PT. Telkom Akses Singaraja.

**ANALYSIS OF THE ROLE OF HUMAN RESOURCE BUSINESS
PARTNERS IN HR MANAGEMENT AT PT. TELKOM AKSES SINGARAJA**

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ABSTRACT

This study aims to describe the HR functions implemented, the reflection of the HRBP's role, and the supporting and inhibiting factors in HRBP implementation at PT. Telkom Akses Singaraja. This study used a qualitative descriptive method, so data collection was conducted through interviews, observation, documentation, and triangulation. Interviews involved key informants and supporting staff, so the information provided was triangulated before being analyzed. Data analysis in this study used the Miles & Huberman (1984) analytical model and referred to the concept of four HRBP roles: Strategic Partner, Administrative Expert, Employee Champion, and Change Agent. The results indicate that the HR functions implemented at PT. Telkom Akses Singaraja encompasses organization, control, procurement, development, compensation, maintenance, and discipline. The HRBP role is reflected in the implementation of the HRD function in the Singaraja area. The Strategic Partner role is reflected in coordination between the central and regional areas. The Administrative Expert role is reflected in administrative services provided by HRD, supported by a digital system. This role is dominant due to the focus of the area HRD role on administration. The Employee Champion role is reflected in counseling to resolve work conflicts and structured training to develop employee competencies. The Change Agent role is reflected in the dissemination of information regarding changes occurring within the company through socialization, sharing sessions, or weekly roll calls, all the way to internal groups. Supporting factors for HRBP implementation in the Singaraja area include employee responsiveness, structured training programs, counseling, and coordination between the regional and central areas. Inhibiting factors include the extensive operational area, limited HRD personnel, and limitations in the decision-making process. Thus, the implementation of HRBP at PT. Telkom Akses Singaraja is reflected in HR management, but still requires strengthening in its strategic role.

Keywords: *Human Resource Business Partner, HR Management, HRD Area, PT. Telkom Akses Singaraja*