

## Building an Outstanding Team: Analyzing HR Strategies for Optimal Performance at PT Al Barik Travel and Umrah Malang

M. Irfan Dharmawan<sup>1\*</sup>, Dyah Sawitri<sup>2</sup>, Ernani Hadiyati<sup>3</sup>

Gajayana University of Malang, Indonesia

**Corresponding Author:** M. Irfan Dharmawan [irfandharmawan95@gmail.com](mailto:irfandharmawan95@gmail.com)

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### ABSTRACT

This study analyzes HR strategies for optimal performance at PT Al Barik Travel and Umrah Malang, focusing on building an outstanding team through a SWOT analysis. It identifies key strengths, such as a skilled workforce and strong customer relationships, and pairs them with emerging opportunities in the travel industry, including the growing demand for personalized services and digital solutions. Recommended SO strategies include leveraging skilled employees to explore new markets and enhancing customer experiences through innovative technology. Ultimately, the research concludes that aligning organizational strengths with market opportunities can lead to improved performance and competitive advantage, emphasizing the importance of continuous training and development within the team.

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## **INTRODUCTION**

The success of any organization heavily relies on its human resources (HR), and PT Al Barik Travel and Umrah Malang is no exception. Human Resource Management (HRM) is pivotal in aligning workforce capabilities with organizational goals to optimize performance. In an increasingly competitive travel and Umrah industry, strategic HR practices can provide a distinct advantage, fostering a high-performing team. This study aims to explore HR strategies implemented by PT Al Barik Travel and Umrah Malang, focusing on their influence on overall performance. By utilizing tools such as SWOT analysis, the research identifies key strengths, weaknesses, opportunities, and threats, providing actionable insights for strategic improvement.

Human Resource Management (HRM) has emerged as a cornerstone for driving organizational success in modern industries. At PT Al Barik Travel and Umrah Malang, HR strategies play a critical role in shaping performance outcomes and maintaining competitive advantage. The travel and Umrah sector in Indonesia has experienced rapid growth, necessitating the implementation of strategic HR practices to manage workforce capabilities effectively. This study explores the interplay between HR strategies and organizational performance, emphasizing the importance of a well-structured framework for team building and operational excellence.

Strategic HRM involves the proactive alignment of human capital with organizational objectives (Boxall & Purcell, 2016). PT Al Barik faces dynamic market conditions, including regulatory changes, evolving customer preferences, and technological disruptions. These factors necessitate robust HR policies that emphasize talent acquisition, employee engagement, and skill development. The integration of strategic HR practices ensures that workforce capabilities are optimized, fostering resilience and adaptability in a competitive industry.

The Umrah travel market presents unique challenges and opportunities for HRM. Regulatory requirements, customer expectations, and competitive pressures require organizations to adopt innovative HR solutions. For PT Al Barik, addressing these challenges involves leveraging workforce strengths and addressing weaknesses through targeted interventions. The study employs SWOT analysis as a diagnostic tool to evaluate the internal and external factors influencing HR strategies.

Employee engagement and satisfaction are central to achieving organizational goals. Research indicates that engaged employees are more productive, innovative, and committed to their organizations (Wright & Ulrich, 2017). PT Al Barik's focus on creating a positive work environment aligns with these principles, fostering a culture of collaboration and excellence. The company's training programs and team-building initiatives underscore its commitment to workforce development.

Performance management is another critical aspect of strategic HRM. It encompasses goal setting, continuous feedback, and performance evaluation, enabling organizations to align individual contributions with overarching objectives (Aguinis, 2019). PT Al Barik's performance management practices are designed to enhance accountability and drive results. By establishing clear

performance metrics, the organization ensures that employees understand their roles and responsibilities.

Training and development are pivotal in equipping employees with the skills needed to meet evolving industry demands. Research highlights the significance of continuous learning in fostering innovation and adaptability (Noe et al., 2020). PT Al Barik's comprehensive training programs aim to build employee competencies, enabling the organization to remain competitive in a dynamic market.

The application of SWOT analysis provides valuable insights into the organization's HR landscape. Strengths such as a dedicated workforce and robust training initiatives are critical enablers of performance. However, weaknesses such as limited technological adoption and budget constraints pose challenges that require strategic intervention. Opportunities such as growing demand for Umrah services and advancements in HR technology offer avenues for growth, while threats such as intense competition and economic uncertainties necessitate proactive risk management.

Globalization and technological advancements have transformed the HRM landscape, making strategic alignment more critical than ever. PT Al Barik's emphasis on leveraging technology to streamline HR processes reflects an understanding of these trends. Digital tools enable organizations to enhance efficiency, improve employee experiences, and achieve data-driven decision-making.

Employee well-being is a growing focus area in HRM. Studies suggest that well-being initiatives contribute to higher job satisfaction, reduced turnover, and improved organizational performance (Baum, 2018). PT Al Barik recognizes the importance of employee well-being and has introduced initiatives aimed at promoting work-life balance and mental health.

The integration of strategic HRM practices with organizational objectives enhances overall performance. PT Al Barik's approach to aligning HR strategies with its mission and vision underscores the importance of strategic alignment in achieving sustainable growth. By addressing workforce needs and leveraging market opportunities, the organization positions itself as a leader in the travel and Umrah sector.

The Umrah travel industry has undergone significant transformations due to globalization and technological advancements. Companies like PT Al Barik are compelled to adapt by implementing effective HR strategies to maintain a competitive edge. HRM strategies that emphasize training, development, and motivation play a crucial role in achieving sustainable growth. This study investigates the extent to which these strategies contribute to building an outstanding team and enhancing organizational performance.

PT Al Barrel Tour in Travel is a company operating in the field Umrah and Hajj travel agency, Umrah and Umrah plus, Muslim tourism, foreign and domestic tourism. This company is headquartered at Kalisari Raya 80 Pasar Rebo, East Jakarta and has various branches in various big cities in Indonesia, such as in Malang, which is located at Jl. Murcoyo III, Gondanglegi Wetan, Gondanglegi District, Malang Regency. PT Al Barrel Tour in Travel as a large company that

cannot be separated from various problems. One of them is the low level of performance, compensation and also work discipline which is a factor in employee performance not being optimal in completing work on time. Compensation provided to employees by PT Al Barrel Tour in Travel namely in the form of basic salary, bonuses, allowances and facilities. These benefits are in the form of position allowances, position allowances, telephone allowances, performance allowances, holiday allowances, education allowances and leave allowances.

As well as the facilities provided in the form of official vehicles provided by the company for its employees. Then in implementing work discipline there are still employees PT Al Barrel Tour in the Travel Malang branch which lacks discipline in work. What is often found is that there are employees who are absent from work, late for work, wandering around during working hours. A person's low work discipline will affect the compensation he gets. The more frequently employees are absent from work, the greater the amount of compensation they will deduct or the less compensation they will receive. Apart from that, employees who arrive late will also result in ineffective time spent completing their work tasks.

One of the development strategies carried out by PT Al Barrel Tour in the Travel Malang branch includes education and training according to the needs and skills required based on the type of employee's field. Education and training that aims to increase the professionalism of employee performance includes providing work motivation training, assistance or mentoring, public speaking and presentation skills, etc. It is hoped that this training and development will help employees make it easier to develop their careers. Employees who want to improve their careers must automatically improve their performance according to the field they are working in.

Development carried out by PT Al Barrel Tour in the Travel Malang branch has been realized, in the form of education and training for its employees. However, these self-development activities did not show significant changes to employee performance.

Strategic HRM focuses on the alignment of HR practices with the strategic objectives of an organization. At PT Al Barik, this includes recruitment and selection processes, employee training programs, performance management systems, and reward mechanisms. These elements are crucial in creating a motivated workforce that is committed to organizational goals. By identifying strategic HR priorities, the study aims to provide a roadmap for sustainable performance improvement.

PT Al Barik operates in a dynamic environment marked by changing consumer preferences, regulatory requirements, and competitive pressures. SWOT analysis is employed to identify internal and external factors affecting the company's HR strategies. Strengths such as a committed workforce and opportunities like growing demand for Umrah services are juxtaposed with weaknesses and threats, providing a holistic view of the operational landscape.

This research emphasizes the importance of data-driven HR practices in decision-making. Through the analysis of current HR strategies, this study sheds

light on gaps that need addressing to optimize performance. It also examines how strategic HR initiatives contribute to employee satisfaction and organizational success. The findings serve as a guide for PT Al Barik and similar organizations aiming to achieve excellence through effective HR management.

## LITERATURE REVIEW

Strategic Human Resource Management (SHRM) integrates HR practices with organizational goals to enhance performance (Boxall & Purcell, 2016). It is a proactive approach, focusing on workforce alignment with strategic priorities. Research suggests that effective SHRM practices lead to improved employee engagement, job satisfaction, and organizational outcomes (Wright & Ulrich, 2017).

Performance management is a critical component of SHRM. It involves setting clear goals, continuous feedback, and performance appraisal systems (Aguinis, 2019). Studies indicate that performance management fosters a culture of accountability and excellence. Training and development programs also play a significant role in equipping employees with the skills required to meet organizational objectives (Noe et al., 2020).

SWOT analysis is a strategic planning tool widely used in organizational studies. It helps identify internal strengths and weaknesses while exploring external opportunities and threats (Gürel & Tat, 2017). In the HR context, SWOT analysis provides insights into workforce capabilities and areas needing improvement. It also highlights external factors such as market trends and regulatory challenges that influence HR strategies.

Research on the travel and tourism industry underscores the importance of HRM in ensuring customer satisfaction and operational efficiency (Baum, 2018). Competitive industries require companies to leverage HR strategies for differentiation. PT Al Barik's emphasis on employee training, performance incentives, and team-building activities aligns with best practices in the sector.

## METHODOLOGY

This study adopts a qualitative approach, combining SWOT analysis with interviews and secondary data review. SWOT analysis is used to evaluate PT Al Barik's HR strategies by identifying strengths, weaknesses, opportunities, and threats. Semi-structured interviews with HR managers and employees provide in-depth insights into organizational practices (Creswell, 2014).

Secondary data from industry reports and organizational records support the analysis. Data triangulation ensures the reliability and validity of findings. A thematic analysis is conducted to identify recurring patterns and themes in the interview data (Braun & Clarke, 2006). The research focuses on how HR strategies influence performance, using SWOT findings to propose actionable recommendations.

### *Strengths*

1. Dedicated and experienced workforce: PT Al Barik has a team of highly skilled and committed employees, ensuring high-quality service delivery.

2. Comprehensive training programs: The company invests in regular training to enhance employee skills and adapt to industry changes.
3. Strong organizational culture: A cohesive culture fosters teamwork and aligns employees with organizational goals.
4. Effective communication channels: Clear and open communication enables efficient collaboration across departments.
5. High employee retention rates: PT Al Barik's HR policies contribute to long-term employee commitment and satisfaction.

### ***Weaknesses***

1. Limited technological adoption in HR processes: The reliance on manual systems reduces efficiency and scalability.
2. Insufficient performance evaluation metrics: The lack of robust evaluation tools hinders accurate assessment of employee contributions.
3. Dependence on manual workflows: Manual operations increase the likelihood of errors and inefficiencies.
4. Limited career advancement opportunities: Employees face challenges in achieving growth within the company.
5. Budget constraints for HR development: Financial limitations restrict the implementation of advanced HR initiatives.

### ***Opportunities***

1. Growing demand for Umrah services: An increasing number of customers provides potential for business expansion.
2. Advancements in HR technology: Modern tools can improve HR efficiency and employee engagement.
3. Expanding international markets: Opportunities to enter global markets enhance growth potential.
4. Increased focus on employee well-being: Addressing well-being can improve morale and productivity.
5. Government support for the travel industry: Favorable policies can facilitate business development.

### ***Threats***

1. Intense competition in the Umrah travel market: Rival companies create pricing and service delivery pressures.
2. Regulatory compliance challenges: Adhering to industry regulations can be resource-intensive.
3. Economic uncertainties: Fluctuations in the economy can impact customer spending.
4. Employee turnover due to external offers: Competitive offers from other companies pose a risk to retaining talent.
5. Fluctuations in customer preferences: Changing customer needs require continuous adaptation.

## RESEARCH RESULT

### *Strengths*

1. Dedicated and experienced workforce.
2. Comprehensive training programs.
3. Strong organizational culture.
4. Effective communication channels.
5. High employee retention rates.

### *Weaknesses*

1. Limited technological adoption in HR processes.
2. Insufficient performance evaluation metrics.
3. Dependence on manual workflows.
4. Limited career advancement opportunities.
5. Budget constraints for HR development.

### *Opportunities*

1. Growing demand for Umrah services.
2. Advancements in HR technology.
3. Expanding international markets.
4. Increased focus on employee well-being.
5. Government support for the travel industry.

### *Threats*

1. Intense competition in the Umrah travel market.
2. Regulatory compliance challenges.
3. Economic uncertainties.
4. Employee turnover due to external offers.
5. Fluctuations in customer preferences.

**SWOT Table Rating**

<i>Aspect</i>	<i>Importance Rating (1-5)</i>	<i>Performance Rating (1-5)</i>	<i>Weighted Score</i>
<i>Strengths</i>	4	5	20
<i>Weaknesses</i>	3	3	9
<i>Opportunities</i>	5	4	20
<i>Threats</i>	4	3	12

*Source: Processed by Researcher (2025)*

**WOT Table Rating and Weighting**

<i>Aspect</i>	<i>Weight (%)</i>	<i>Rating (1-5)</i>	<i>Weighted Score</i>
<i>Strengths</i>	30	5	1.5
<i>Weaknesses</i>	20	3	0.6
<i>Opportunities</i>	35	4	1.4
<i>Threats</i>	15	3	0.45

*Source: Processed by Researcher (2024)*

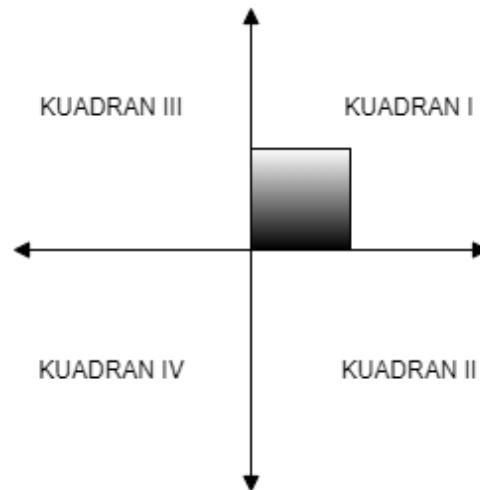


Fig 1 SWOT Quadrant (Expansion Business)

## DISCUSSION

### *Strategic Orientation (SO)*

The discussion focuses on leveraging strengths and opportunities (SO strategy) to enhance HR strategies and organizational performance at PT Al Barik. The company's dedicated workforce and comprehensive training programs provide a strong foundation for achieving excellence. By capitalizing on these strengths, PT Al Barik can drive innovation, improve efficiency, and foster employee satisfaction.

One key area of opportunity lies in the adoption of advanced HR technologies. Digital tools such as Human Resource Information Systems (HRIS) and performance management software enable organizations to streamline processes, improve data accuracy, and enhance decision-making (Stone et al., 2020). PT Al Barik can leverage these technologies to optimize workforce management and improve employee experiences.

The growing demand for Umrah services presents a significant opportunity for expansion. By aligning HR strategies with market trends, PT Al Barik can attract top talent and build a competitive advantage. Offering performance-based incentives and career development opportunities can further enhance employee retention and engagement, aligning with best practices in strategic HRM (Wright & McMahan, 2019).

Employee well-being initiatives are another area where PT Al Barik can capitalize on opportunities. Programs promoting work-life balance, mental health support, and physical wellness contribute to higher job satisfaction and productivity. Research indicates that organizations prioritizing employee well-being are better positioned to attract and retain top talent (Baum, 2018).

Addressing weaknesses is critical for achieving sustainable growth. Limited technological adoption in HR processes poses a challenge that requires immediate attention. By investing in HR technologies, PT Al Barik can improve operational efficiency and reduce manual workloads. Additionally, addressing



budget constraints through strategic resource allocation can support the implementation of advanced HR initiatives.

The introduction of structured career development programs can address the lack of advancement opportunities. Mentorship initiatives, leadership training, and skill development workshops can empower employees to take on new roles and responsibilities. This aligns with research emphasizing the importance of career growth in fostering employee commitment and motivation (Noe et al., 2020).

To mitigate threats such as intense competition and economic uncertainties, PT Al Barik must adopt a proactive approach to risk management. Scenario planning, market analysis, and strategic partnerships can help the organization navigate challenges and maintain a competitive edge. Strengthening employer branding through targeted HR initiatives can also attract skilled professionals and enhance organizational reputation.

Collaboration and teamwork are central to PT Al Barik's success. By fostering a culture of collaboration, the organization can enhance problem-solving, innovation, and adaptability. Team-building activities and cross-functional projects provide opportunities for employees to develop their skills and contribute to organizational goals.

## **CONCLUSIONS AND RECOMMENDATIONS**

The findings highlight the critical role of strategic HRM in building an outstanding team at PT Al Barik. Leveraging strengths such as a dedicated workforce and comprehensive training programs, while addressing weaknesses, can enhance performance. Capitalizing on opportunities in the Umrah market and investing in advanced HR technologies are recommended for sustainable growth.

Recommendations include adopting performance management systems, enhancing career development initiatives, and introducing wellness programs. Addressing regulatory challenges and fostering a culture of innovation are also essential for long-term success. By aligning HR strategies with organizational goals, PT Al Barik can achieve excellence in a competitive industry.

## **ADVANCED RESEARCH**

The research underscores the transformative potential of strategic HRM in propelling PT Al Barik towards excellence. By harnessing its strengths, such as a highly committed workforce and robust training frameworks, while mitigating weaknesses, the organization can significantly elevate its operational efficiency. To thrive in the competitive Umrah market, PT Al Barik should strategically invest in advanced HR technologies, enabling data-driven decision-making and agility. Furthermore, integrating performance management systems, enhancing career development pathways, and embedding wellness initiatives can foster employee engagement and productivity. Addressing regulatory complexities requires proactive compliance strategies, while cultivating a culture of innovation will drive adaptability and growth. Ultimately, aligning HR strategies with the organization's broader objectives will solidify PT Al Barik's position as a leader in the industry, ensuring sustainable competitive advantage.

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