

Strategy Formulation Roadmap Human Capital: Action Research Based Soft System Methodology, Case in PT Angkasa Pura I

Eko Sakapurnama¹, Umanto¹, Muh Azis Muslim¹, and Dony Asriyadi²

¹Faculty of Administrative Science, Universitas Indonesia

²PT Angkasa Pura I (Persero), Indonesia

Abstract. *In the era of war for talent, attracting and retaining the talented people become necessary to gain organization's competitive advantage. Facing the airport industry in the regional area that become more competitive, PT Angkasa Pura I, try to formulate its key competence called World Class Airport Officer (WCAO). This study aims to formulate strategically within human resources for all PT Angkasa Pura I's staff. The method of the research is using Soft Systems Methodology (SSM). SSM is implemented with the consideration that the implementation of the Human Capital's Strategy Formulation is seen as a human activity system, which involves many stakeholders among top executives, Branch Managers, Human Capital Division Head, Training and Development Department Head, Organizational Development Department Head and all employees. The result indicates that management conducted learning process which are systematically desirable and culturally feasible in formulating Human Capital Road Map to achieve WCAO. Furthermore, the competencies of WCAO consists of innovative, professional, collaborative minded, service oriented, integrity and also be proactive.*

Keywords: *Business strategy, soft system methodology, strategic human resource management, strategy formulation, airport industry*

1. Introduction

Human resource management becomes quite crucial for the company's business sustainability. Challenges related to human resources that have global competency at this time both at the ASEAN and global levels occurred in many organizations. Within the regional perspectives that the ASEAN Economic Community existed, indicates that Indonesia's company should shifting their recruitment strategy more globally (Sakapurnama and Kusumastuti, 2018). Moreover, Ignatius (2015) argue that how the company must be innovative in delivering HR operation that consistent with the business-aligned results and HR management now more become strategically issues within CEO's mindset (Graber, 2014). Furthermore Buckingham, Hoffman, Charan, & Cappeli (2019) explained that leaders need to do a C-suite, which is the mechanism of change, how the HR Director needs to encourage transformation in the whole organization and prepare its employees to face the complexities

in the future. Recent study showed that in order to compete effectively in the open global marketplace, the company within Indonesia aircraft industry, must learn to integrate technology management with strategic planning (Suharto, 2014).

PT Angkasa Pura I (Persero) – (hereinafter referred to as PT AP I) is one of the SOEs (State Owned Company) with duty to manage and operate an airport based on Government Regulation (PP) Number 5 of 1992. Business fields organized by PT AP I is airport services which cover non ATS aeronautical services and non-aeronautical services. As a company within service industry, adopted innovation should deliver some advantages, which are: outperforming the competitor, enhancing quality and efficiency, and facilitating system development (Witasari & Gustomo, 2020).

PT. Angkasa Pura I (Persero) has vision: "To be one of the ten best airport management companies in Asia"

*Corresponding author. Email: eko.sakapurnama@ui.ac.id

Received: February 24th, 2020; Revised: July 23th, 2020; Accepted: July 27th, 2020

Doi: <http://dx.doi.org/10.12695/ajtm.2020.13.2.4>

Print ISSN: 1978-6956; Online ISSN: 2089-791X.

Copyright©2020. Published by Unit Research and Knowledge School of Business and Management-Institut Teknologi Bandung

While the missions of PT. Angkasa Pura I (Persero) are as follows: (1) to increase stakeholders value; (2) to be a partner of the government and encourage economic growth; (3) to work on airport services through excellent services that meet security, safety and comfort standards; (4) to improve company competitiveness through creativity

and innovation, and (5) to make a positive contribution to the environment. To achieve this vision and mission, PT AP I established a paradigm shifting in the management and development of airport business through the determination of several functional strategic in six matters that directly related, as follows:

Table 1.
Functional Strategy of PT AP I

| No | Function | Indicator |
|----|----------------------------|--|
| 1 | Operation | Improving service (service excellence), operational excellence (airport operations), and the establishment of Green Eco Airport |
| 2 | Commercial | Technical through increasing the effectiveness and efficiency of production equipment, infrastructure, facilities, and airport management systems |
| 3 | Technical | increasing the effectiveness and efficiency of production equipment, infrastructure, facilities, and airport management systems |
| 4 | Finance and IT | effective financial management, increased effectiveness and cost efficiency, and ICT excellence |
| 5 | Human Resource and General | through the implementation of world-class HR management systems, optimization of HR capabilities and capacity, and enhancing HR performance (productivity) |
| 6 | Miscellaneous | application of world-class airport management systems, increased communication and coordination effectiveness (internal and external), increased synergy and strategic partnerships, and the application of socioeconomically responsible airports |

Source: PT AP 1 (2014)

Determination of the six functional strategies basically are closely related to the six strategic objectives set by PT AP I in the 2014-2018 RJPP, there are: (1) Achieving a CSI value of 4.60, (2) Achieving a total operating income of Rp. 8.8 trillion, (3) Reaching the proportion of non-aero income to total operating income of 57%, (4) Developing and implementing a world-class management system, especially human resource management, ICT, operational excellence and service excellence, (4) Applying the concept of Green Corporation and CSR programs effectively, (5) Preparing business units (airports) to be ready for privatization (source: RJPP PT AP I 2014-2018). However, the challenge is there are gap within human

resources competencies in all 13 branches airport which operated by PT AP I. HR Director of PT AP 1 said that it was important to improve and hope that there would be "no airport left behind" in the management of PT AP 1. Thus, this study is try to formulate roadmap in Human Capital Management that using terminology World Class Airport Officer (WCAO) in whole PT AP 1 branches by using Soft System Methodology (SSM). SSM is coined by Peter Checkland, and is a tools for tackling problematical, messy situations within organizations. It is an action-oriented process of inquiry into problematic situations in which users learn their way from finding out about the situation, to taking action to improve it (Reynolds & Holwell, 2020).

2. Literature Study / Hypotheses Development

Human Resource Management (HRM) refers to policies, practices, and systems that affect employees' behavior, attitudes, and performance (Noe, Hollenbeck, Gerhart, & Wright, 2015). Meanwhile, according to Storey, Ulrich, and Wright (2019), the term 'Strategic Human Resource Management' (SHRM) is used to emphasize the strategic character of a particular approach to talent

and organization management (p.1). One of the HRM functions also focuses on the process of job analysis, position analysis, recruitment, training and employee's development (Noe, et.al, 2015). HR planning is one aspect of the application of HRM functions. The link between the HRM function and the formulation of the company's strategy in the provision of HR is an important element in this research. Next, the chart below explains the strategic management process model in the company (see Figure 1).

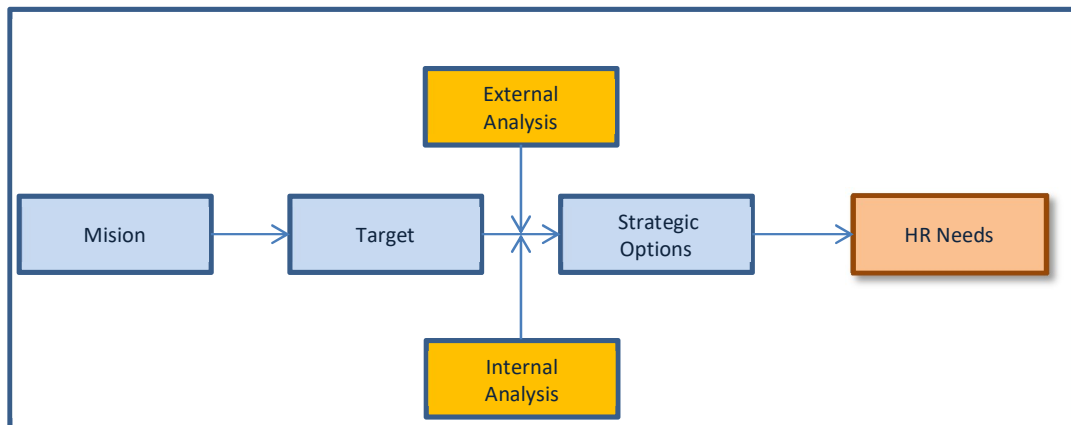


Figure 1.
Strategic Management Process Model

Through various aspects such as mission, organizational goals and external and internal challenges, the company can determine the choice of business strategies to improve competitiveness so that the needs of HR must also be adjusted to the choice of corporate strategy. It is a necessity that the merits of an organization are influenced by the quality of its human resources. HR management has an important role in today's organizations (Charan, Barton, & Carey, 2015). Various

changes that occurred such as the development of information technology, globalization, and demands for quality of service to the community are increasingly pushing the organization needs to manage the quality and competence of human resources in accordance with organizational needs. Various activities in the implementation of HR management are needed to achieve organizational goals. The following figure is some of the implementation of Strategic HR management (see Figure 2).

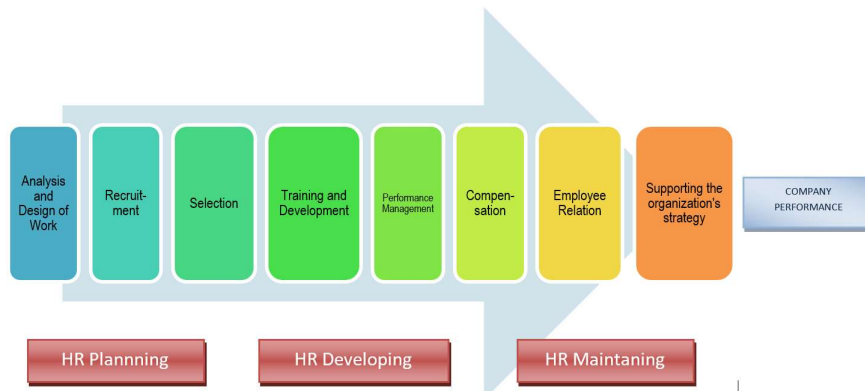


Figure 2.
Implementation of Strategic HR Management
Source: Noe, et.al, 2015

From figure 2 it can be explained that there are 3 main principles of HRM: Planning, Development and Maintenance. HR planning is an activity where an organization identifies the needs of the number and types of employee's functions needed to be able to achieve its objectives. The implementation of this first principle is through the implementation of Job Analysis, Workload Analysis / Job Evaluation which is an input of how many human resources are needed and what competencies are needed by an organization.

The results of the job analysis will be formulated in a job description and job specifications. The position analysis report format becomes the input to determine the recruitment and selection activities of the required position formation. Selection and placement of candidates/ applicants need to be done by identifying the compatibility of individual characteristics and the compatibility of the knowledge, skills and abilities possessed with the demands of the position. The second HRM principle is Development which is the process by which the organization is responsible for increasing employee's potential. This focus on HR development aims to develop employee quality that consists of skills, knowledge and abilities to support competency requirements and requirements (Noe, et.al, 2015; Robbins & Judge, 2018) Some activities that can be carried out are providing training, coaching, performance management, employee

assessment, career development programs, etc. The third principle is employee maintenance that is aimed at maintaining employee motivation and performance in an effort to create a superior and competitive organization. Various activities related to employee maintenance such as the provision of compensation, it is all rewards received by employees based on the employee's work towards the organization. Other activities are how to foster a good relationship between management and employees so that there is an attachment (employee engagement) and commitment to the organization. Other aspects of employee maintenance can be done through the determination of company culture, change management, preparation of HR information systems (HRIS) and other staffing policies (Noe, et.al, 2015; Robbins & Judge, 2018). Based on initial interviews with Training and Development Division Head and Human Capital Group Head of PT AP I, it is indicated that the low competency of human resources that is not yet international (Word Class Airport Officer) is a key factor in achieving the vision, mission and goals of PT AP I. Whereas in the airport industry, HR with international insight is necessary because service interactions with passengers from various parts of the world can occur at airports. For this reason, this study aims to: (1) Formulate PT AP I HR strategies in achieving WCAO and (2) Identify the characteristics of PT AP I WCAO competencies.

The novelty of this research is to get more clear strategic formulation how airport industry within Indonesia can manage their manpower to sustain its business and competitive advantage that align with the company's strategy. Furthermore, the state of the art of this research is how human capital management now become more has strategical issue rather than as a support system within organization.

3. Methodology

The method used in this research is the Soft Systems Methodology approach where the researcher attempted to analyze the human activity system as a learning process effort in developing a road map strategy. The SSM is use as an approach of this study because is a powerful tool in messy and complex situation, that arise in unit of analysis. Table 2 explained the difference between "hard system" and "soft system".

Table 2.
The Difference between Hard and Soft System Approach

| | Hard Systems Thinking | Soft Systems Thinking |
|---------------------------------------|--|---|
| Systemicity | The world: systemic | The process of inquiry: systemic |
| The researcher's perceived real world | Well-structured could be broken down into systems and subsystems | Messy and complex |
| Researcher point of view | "I spy systems which I can engineer" | "I spy complexity and confusion; but I can organize exploration of it as learning system" |

Source: Checkland and Poulter (2007)

The human activity system in preparing the road map strategy involves various parties related to the human capital unit. The data collected both quantitatively by surveyed to PT AP 1 permanent staff randomly in 5 airports and qualitatively by in-depth interview and

also Focus Group Discussion with the relevant key informants/parties. As for the parties involved in the process of preparing the formulation are as follows:

Table 3.
Parties Involved in the Research Process

| No | Role | Parties Involved for Data Collection |
|----|--|---|
| 1 | The Intent Parties | Board of Director PT AP I |
| 2 | The parties carrying out the action | Researcher, Head of Organization Development Dept, Senior Human Capital Staff |
| 3 | Affected parties | PT AP I's employees |
| 4 | The place where the action was carried out | The Head Office and 5 Airports that implemented the FGD are: Ngurah Rai Airport (Denpasar), Adi Sucipto Airport (Yogyakarta), Biak Airport (Biak), Lombok International Airport (Central Lombok), Hasanuddin Airport (Makassar) |
| 5 | Obstacle | Regulations related to the Airport industry issued by the Ministry of Transportation, Regulations related to SOEs from the Ministry of SOEs |
| 6 | The parties who can stop the action | Board of Director PT AP I |

Source: data processed, 2017

In implementing SSM, researchers refer to 7 (seven) stages of the SSM process that begin with the discovery of a problematical situation until the determination of suggestions / actions to make improvements

to the problematical situation (Checkland & Poulter, 2007; Checkland & Scholes, 1990; Hardjosoekarto, 2012).

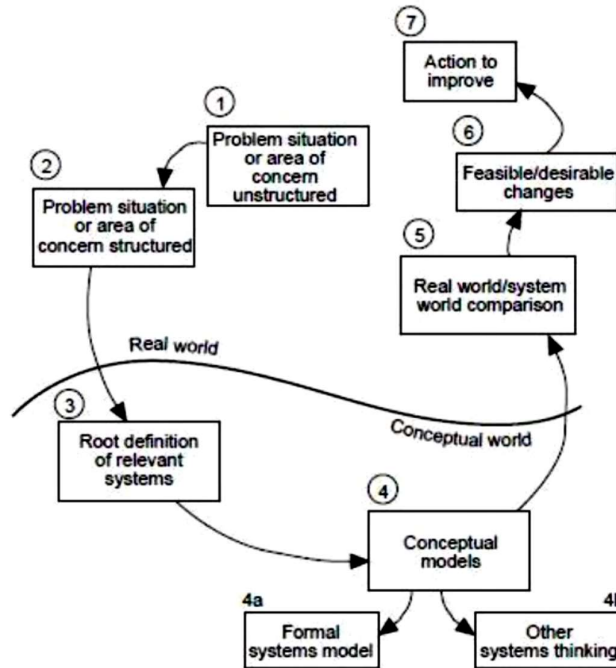


Figure 3. Seven Stages of SSM

Source: Checkland and Poulter, 2007; Checkland and Scholes, 1990; Hardjosoekarto, 2012.

4. Findings and Discussion

From the results of initial discussions with various work units, especially the PT AP 1 Human Capital Division, a problematic situation regarding the readiness of PT AP 1 officials in facing the competition of the airport industry in the globalization era. The competition is not between airport managers in Indonesia, which are currently managed by PT Angkasa Pura 1, PT Angkasa Pura 2, and vertical units under the Ministry of Transportation and the Air Force. However, the competition that arises is how airports in Indonesia can become hub airports for international flights. At the regional level, Changi Airport is an international hub airports besides Kuala Lumpur International Airport (KLIA).

In addition to external challenges, there are also internal challenges. Various parameters / performance indicators of PT AP 1 have not met the expectations of the stakeholders. The problem that occurred is, PT Angkasa Pura I has a performance that is not in line with company targets. The six strategic functions are a response to the strategic challenges proposed by PT Angkasa Pura I (Persero) in managing their operational activities. The following strategic challenges:

Low Customer Satisfaction Index (CSI). The target value of the Customer Satisfaction Index (CSI) is 4.83 and the proportion of non-aeronautical revenue is 60% in 2020. In comparison, in 2015 CSI Airport under the management of PT AP I was 3.85, an increase

of 0.05 when compared to 2014 at 3.80
 Low Proportion of Non-Aero Revenues. PT AP I non-aeronautical revenue in 2015 was 39.90%, an increase compared to 2013 which was 32.59%.
 Low capability and capacity of human resources
 Cultural constraints in achieving high-performance organizations
 Limited funds for capacity, infrastructure, and business development
 The effectiveness and efficiency of management and ICT systems are not yet optimal

Low response to deregulation (open sky, ATS separation, competition), and Socioeconomically Responsible Green Corporation
 The low synergy between agencies / related parties (including subsidiaries) in airport business development.

(source: PT AP 1 Annual Report 2015)

In the SSM stage, the problematic situation above is explained in the rich picture (see Figure 4).

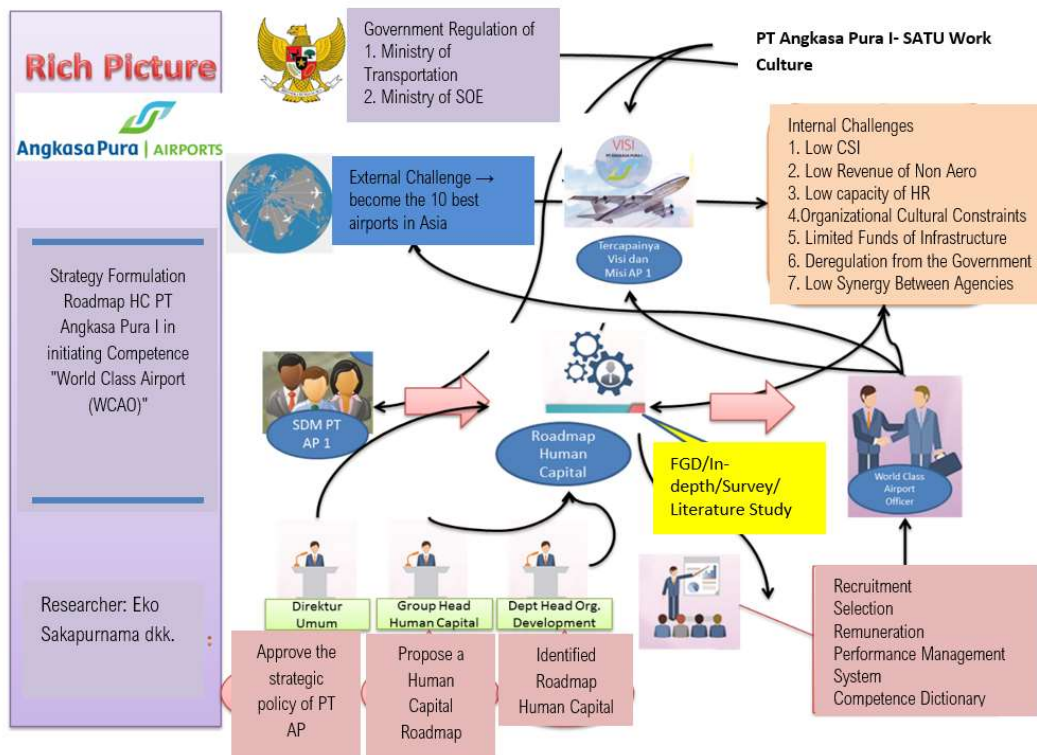


Figure 4.
 Rich Picture Roadmap Strategy Formulation of Human Capital PT AP 1
 Source: The data was processed by researcher (2017)

Figure 4 explains how the challenges faced by PT AP1, both internally and externally, were the company's problematic situation. To that end, management took the initiative to improve the competitiveness and competence of PT AP1's HR by compiling the PT AP1 Human Capital Roadmap, to produce employees who have World Class Airport Officer (WCAO) competencies. In the drafting process, various parties were involved

in a learning process by analyzing the regulations established by the Central Government in this case the Ministry of SOEs and the Ministry of Transportation of the Republic of Indonesia. In addition, researchers conducted an analysis of airport industry trends to anticipate the level of industry competition. Organizing strategy formulation related to the formation of WCAO competencies involves

various human activities including: (1) The Role of Leaders (General Director, Group Head of Human Capital, Group Head of Training and Development, Department Head of Organizational Development, General Manager) in fostering the employees of PT AP I; (2) The Role of PT AP I Work Culture on employee performance; (3) The Role of Employee Recruitment and Selection; (4) The Role of Training and Development; (5) Role of the Remuneration System; (6) The Role of Performance Management Systems. The Root Definition of the research can be explained as follows: "A system of formulation of the Human Capital

governance strategy at PT AP I (Persero) (Q) to create employees who have global vision competencies (P), so that the vision and mission as one of the ten best airport management companies in Asia can be realized (R)". Meanwhile, to clarify the basic definition of the problem, researchers use the techniques formulated by Checkland and Scholes (1990) in the CATWOE acronym (Customers, Actors, Transformation Process, World View, Owners, Environmental Constraints). In this study, CATWOE in the PT AP1 Human Capital Roadmap study can be explained in table 4.

Table 4.
CATWOE Review of Roadmap Formulation of Human Capital PT AP1

| Acronym | Description | Remarks |
|-----------------------|--|---|
| <i>Customers</i> | All components of the community as users and managers of the airport | 1. Management of PT AP1 2. Employees of PT AP1 3. Airlines 4. Passengers 5. Airport Tenants 6. Air Navigation |
| <i>Actor</i> | The parties involved in the formulation of PT AP I 's Human Capital Roadmap | 1. Researcher 2. BOD PT AP1 3. Group Head Human Capital PT AP1 4. Organizational Development Dept Head PT AP1 5. Training and Development Department Head PT AP1 6. Staff Senior Professional Human Capital PT AP1 7. Airport General Manager, 8. Employees. |
| <i>Transformation</i> | The activity or process of analyzing various inputs becomes outputs | The realization of the World Class Airport Officer of PT Angkasa Pura I employees to face the challenges of globalization |
| <i>World view</i> | The perception of the competence of PT AP 1 employees who have not yet competed globally | Increased competence of employees of PT Angkasa Pura I to face the challenges of globalization |
| <i>Owner</i> | The parties holding the main control in the process of formulation of the Roadmap | 1. Researcher 2. PT Angkasa Pura I (Persero) |
| <i>Environment</i> | Environment as parameter | Leadership Commitment, Organizational Culture, Training and Development Mechanisms. |

Source: processed by researcher, 2017

The CATWOE represents, some gaps of perception why the management must establish new roadmap in human capital PT AP 1. According to the data analyses, there are some lacks in perceiving WCAO concept in some airport branches which are: the readiness of infrastructure to leverage its strategy, gap in staff competencies amongst head offices and airport located in East Indonesia (Biak Airport), high-level coordination duality to the Ministry of Transportation and also the Ministry of State-Owned Enterprises.

The next stage is to be able to carry out the assessment process, the researcher develops a conceptual model framework in formulating policy / strategy. Mintzberg (1993) in his book Strategy Safari, said that one formulation of corporate strategy refers to The Design School. In this case, PT AP I attempted to realize a new conception related to HR competencies needed to become a World Class Airport Officer (WCAO).

PT AP I compiled a roadmap (road map) for human resources in preparation for

implementing programs or activities to achieve WCAO. The stages in the formulation of strategies to achieve the WCAO are carried out through the process described in Figure 5. To simplify the process of preparing the airport world class road map of PT. AP1 the framework model is then translated in the following model. The strategy formulation process begins with mapping the challenges of the external environment and evaluating the "gaps" of internal conditions faced by PT AP I.

The analysis is carried out on several matters primarily related to: (1) analysis of the business lines of PT AP I, (2) an analysis of PT AP I's performance, and (3) analysis of PT AP I's HR trends. At this stage, an analysis of PT AP I's HR conditions, their strengths and weaknesses, as well as opportunities and challenges from environmental aspects. Furthermore, an analysis of the company's performance is also carried out to get an overview of each work unit, so that the follow-up that can be taken is to map human resources in certain parts need to be improved.

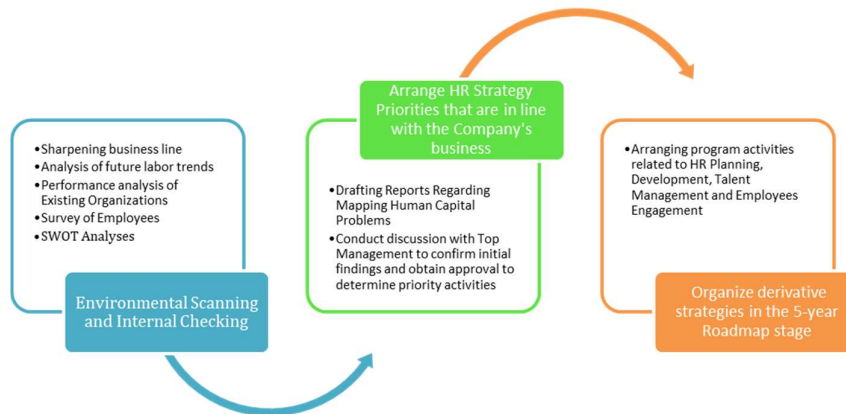


Figure 5.
Framework Model Road Map WCAO PT AP I
Source: The data was processed by researcher, 2017

The next stage is to prioritize what dimensions of HR strategy are in line with the vision and mission of PT AP I. The proposed activities are based on PT AP I's "human resource problem" mapping, so that things that are considered "urgent" for improvement

is to be proceeded first in accordance with the direction of the top management. Last stage, a roadmap was made as a guide for the Human Capital Directorate of PT AP I to carry out various programs so that the strategy for creating WCAO can be achieved.

Validation of the model that has done through 3 mechanisms are:

- a) Efficacy: Achievement of world class airport staff PT Angkasa Pura I (Persero) to be able to compete to become one of the best airports in the world.
- b) Efficiency:
 1. Increasing the capacity and competence of HR with a global perspective to be able to compete internationally.
 2. Adaptive HR capabilities to deal with dynamic external environments.
- c) Effectiveness: HR is an important

factor in the realization of PT Angkasa Pura I's vision and mission, which is to become one of the ten best airports management companies in Asia.

From the field study conducted by the Research Team at the five airports that were the focus of the study, it can be said that the World Class Airport Officer (WCAO) has multi-perception criteria. World Class Airport Officer (WCAO) definitions or criteria are explained as follows:

- officer who is innovative and understands about airport operational activities even though his position is not in the operational section
- officer who is competent in their field
- officer who behaves according to company culture to become a world class company
- officer which has English, computer and multitasking competencies
- officer who focuses on carrying out tasks in accordance with existing procedures
- officer who works in accordance with regulations issued by the authorities and has the ability and attitude above the regulations

Figure 6. Definition of WCAO PT AP I

Source: The data was processed by researcher, 2017

From the definitions above, the researcher finally concludes that a world-class officer is an officer who meets the following criteria:

- (1) innovative (open to new ideas, processes and work methods to improve work effectiveness);
- (2) professional (working in accordance with the duties, responsibilities and authorities of the position attached);
- (3) collaborative (having the ability to collaborate with other individuals and other work units internally and externally);
- (4) services oriented (oriented towards superior service to stakeholders/customers);
- (5) having integrity

(working in accordance with the rules, policies, norms, ethics, social values that apply); (6) proactive (adaptive to environmental changes, and responsive and anticipatory in solving problems); (7) continuous improvement (work attitude that is not easily satisfied, always wants to make improvements to the achievement of performance).

The next stage, a roadmap was made as a guide for the Human Capital Directorate of PT AP I to carry out various programs so that the strategy to create WCAO can be achieved. The road map has been compiled as a result

of the synthesis of the analysis that has been carried out at a later stage, especially analysis related to internal business analysis, analysis of external environmental conditions, results

of FGDs conducted at five airports, and interviews with leaders of the Human Capital Division. Based on this synthesis, the road map is produced in figure 7.

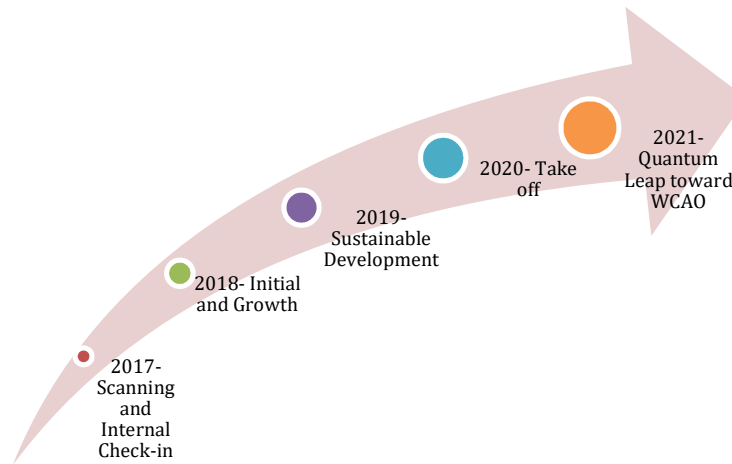


Figure 7.
Road Map Human Capital PT AP I
Source: The data was processed by researcher (2017)

The stages are explained as follows:

In 2017, it was called the Scanning and Internal Check-in period, where PT AP 1 developed a re-evaluation program for the implementation and management of PT AP I's HC management system. These programs include:

- Reviewing manpower planning needs
- Analyzing organic and O / S needs based on tasks, functions, and operational core
- Analyze the impact of the number of personnel who will retire and the position
- Talent mapping
- Training related to WCAO competencies
- Implement a new remuneration system

In 2018, it was called Initial and Growth period, where PT AP 1 designed various programs that support WCAO, such as:

- Developing KPI and Service Level Agreement Business Process
- Training Need Analyses linkage with WCAO
- Talent development
- Socialization and Internalization of SATU Culture (advanced) that is important to pursue organizational citizenship behavior (Trisia & Sakapurnama, 2016)
- Development of Succession Planning

During 2019 it was called the Sustainable Development period, where PT AP 1 developed a WCAO competency improvement program. The programs listed are:

- Institutionalization of Human Capital SOP
- Developed Performance Appraisal based on KPI and SLA for each job function
- Training and coaching in accordance with WCAO's continuous competence
- Developed Knowledge Management in each work unit
- Evaluated certification requirements related to the airport management industry
- Socialization and Internalization of SATU culture
- Development of a performance appraisal system
- Development of Succession Planning

Next in 2020 is called the Take-off period, where PT AP 1 develop an acceleration program in the process of achieving WCAO competencies. These programs include:

- Conduct HR Audit through the PDCA Cycle mechanism
- Implementing the Executive Development Program

Evaluate certification requirements
Monitoring and Evaluation of SATU Culture and Internalization
The implementation of the remuneration system that is in accordance with the performance appraisal

The following year in 2021 is called the Scanning and Internal Check-in period, where PT AP 1 developed a program to strengthen the WCAO on an ongoing basis. These programs include:

Conduct HR Audit through the PDCA Cycle mechanism
Evaluate Executive Development Program (advanced)
Development of knowledge sharing and knowledge creation between employees
Make incentives for talent programs

5. Conclusion

From this study, the conclusion is from the 7 stages of research through the Soft Systems Methodology method, the review of PT AP1's Human Capital Roadmap Strategy Formulation only reached the sixth stage. To reach employees with WCAO competencies, the attributes that must be possessed are: innovative, professional, collaborative, service oriented, with integrity, proactive, and continuous improvement. The WCAO is expected to be achieved in the 2017-2021 period through a road map that has been prepared together with the managerial and consultant team. The SSM approach can be used to formulating strategic policy in the complex situation within organization.

The limitation of this research are data collected from managerial perspectives without triangulated to other stakeholder such as board of commissioner and government. Further study is needed to re-assure the company's performance under this roadmap strategy.

Acknowledgement:

This research is fully funded by PT Angkasa Pura I (Persero)

References

- Buckingham, M., Hoffman, R., Charan, R., & Cappel, P. (2019). *HBR's 10 Must Reads on Reinventing HR*. Boston, USA: Harvard Business Press Chapters.
- Charan, R., Barton, D., & Carey, D. (2015). People before strategy. *Harvard Business Review*, 93(7/8), 62-71.
- Checkland, P., & Poulter, J. (2007). *Learning for Action, A Short Definitive Account of Soft Systems Methodology and its use for Practitioners, Teachers and Students*. John Wiley & Sons.
- Checkland, P., & Scholes, J. (1990). *Soft Systems Methodology in Action*. John Wiley & Sons.
- Graber, Sean. (2014). It's Not HR's Job to Be Strategic. Retrieved from <https://hbr.org/2014/10/its-not-hrs-job-to-be-strategic>
- Hardjosoekarto, S. (2012). *Soft systems methodology:(metode serba sistem lunak)*. Penerbit Universitas Indonesia (UI-Press).
- Ignatius, A. (2015). Rethinking HR. Retrieved from <https://hbr.org/2015/07/rethinking-br>
- Mintzberg, H. (1993). *Structure in fives: Designing effective organizations*. New Jersey: Prentice-Hall, Inc.
- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2015). *Fundamentals of Human Resource Management, 6th Edition*, McGraw Hill International.
- PT AP 1 Annual Report. (2015). *Buku Laporan Tahunan PT Angkasa Pura I (Persero) Tahun 2015* [PT Angkasa Pura I (Persero) Annual Report Book 2015] (unpublished)
- PT AP 1. (2014). *Rencana Jangka Panjang PT Angkasa Pura I (Persero) 2014-2018* [PT Angkasa Pura I (Persero) Long Term Plan 2014-2018](unpublished)
- Reynolds, M., & Holwell, S. (2020). *Systems Approaches to Making Change: A Practical Guide*. London: Springer.
- Robbins, S.P., & Judge, T.A., (2018). *Essentials of Organizational Behavior, 14th Edition*. Pearson.
- Sakapurnama, E., & Kusumastuti, R. (2018). Formulating Strategic Human Resource Planning in Facing ASEAN Economic Community: Empirical Study from Indonesia's Company. *Advanced Science Letters*, 24(5), 3306-3309.
- Suharto, Y. (2014). Linking Technology

- Capabilities to Marketing Requirements: Case of Indonesian Aircraft Industry. *The Asian Journal of Technology Management*, 7(1), 9-18.
- Storey, J., Ulrich, D., & Wright, P.M. (2019). *Strategic Human Resource Management: A Research Overview (State of the Art in Business Research) 1st Edition*. New York: Routledge, Taylor & Francis Group.
- Trisia, A., & Sakapurnama, E. (2016). Improving Organizational Citizenship Behavior, Why Organizational Culture Matters? Case Study at Garuda Indonesia Airlines. *International Business Management*, 10(17), 3830-3835.
- Witasari, J., & Gustomo, A. (2020). Understanding The Effect of Human Capital Management Practices, Psychological Capital, and Employee Engagement To Employee Performances. *The Asian Journal of Technology Management*, 13(1), 1-15.
- .